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TABLES

Will be inserted in the final IDP

MAPS

Will be inserted in the final IDP

LIST OF ABBREVIATIONS

AG	-	Auditor General
CFO	-	Chief Financial Officer
CIF	-	Capital Investment Framework
COGTA	-	Cooperative Governance and Traditional Affairs
DAEA	-	Department of Agriculture and Environmental Affairs
DFA	-	Development Facilitation Act
DME	-	Department of Minerals and Energy
DOE	-	Department of Education
DOH	-	Department of Human Settlements
DOT	-	Department of Transport
DWAF	-	Department of Water Affairs and Forestry
EIA	-	Environmental Impact Assessment
EPWP	-	Extended Public Works Programme
EXCO	-	Executive Committee
GDP	-	Gross Domestic Product
GIS	-	Geographical Information System
HIV/AIDS	-	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
ICT	-	Information Communication Technology
IDP	-	Integrated Development Plan
IWMP	-	Integrated Waste Management Plan
KPA	-	Key Performance Area
KZN	-	KwaZulu-Natal
LED	-	Local Economic Development
LRAD	-	Land Redistribution for Agricultural Development
LUMS	-	Land Use Management System
MEC		Member of the Executive Council (Cooperative Governance and Traditional Affairs
MFMA	-	Municipal Finance Management Act No. 56 of 2003
MIG	-	Municipal Infrastructure Grant
MM	-	Municipal Manager
MTEF	-	Medium-Term Expenditure Framework
NSDP	-	National Spatial Development Perspective
NWMS	-	National Waste Management Strategy
PGDS	-	Provincial Growth and Development Strategy
PMS	-	Performance Management System
PMU	-	Project Management Unit
PPP	-	Public-Private Partnership
PSEDS	-	Provincial Spatial Economic Development Strategy
RDP	-	Reconstruction and Development Programme
SEA	-	Strategic Environmental Assessment
SDF	-	Spatial Development Framework
SDBIP	-	Service Delivery and Budget Implementation Plan
SDP	-	Site Development Plan
SMME	-	Small, Medium and Micro Enterprise
TA	-	Tribal Authority
TLC	-	Transitional Local Council
VTC	-	Voluntary Testing and Counselling
IWMP	-	Integrated Waste Management Plan

FOREWORD BY HER WORSHIP THE MAYOR

Will be inserted in the final IDP

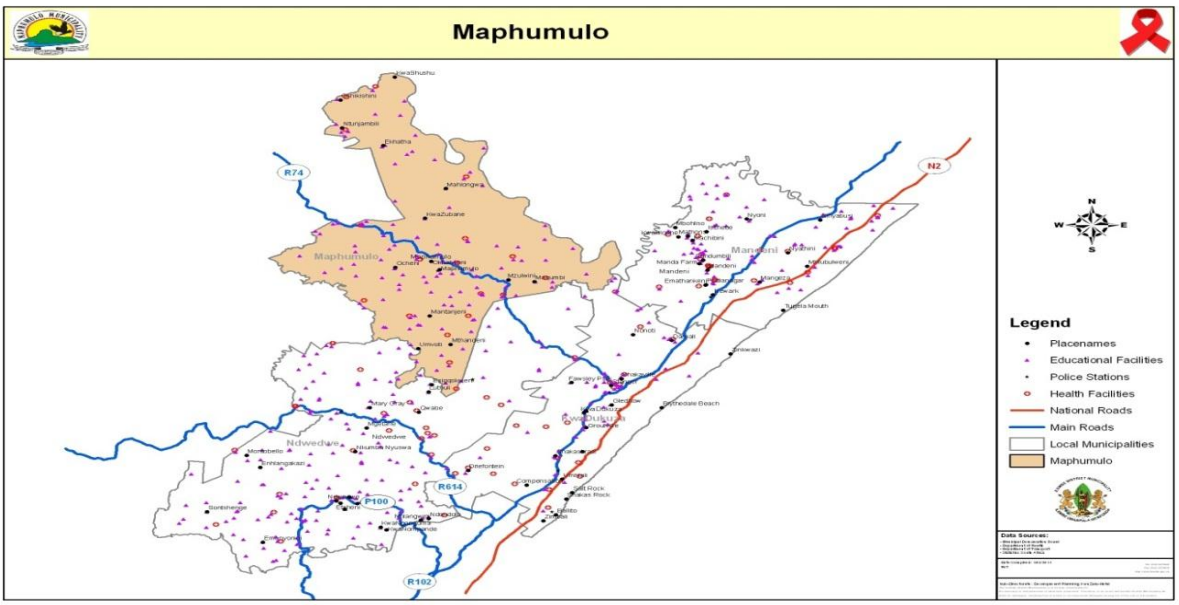
FOREWORD BY ACTING MUNICIPAL MANAGER

Will be inserted in the final IDP

SECTION A: EXECUTIVE SUMMARY

1.1 WHO ARE WE

The Maphumulo Local Municipality (KZ294) is one of the four local municipalities located within iLembe District municipality (DC29). Maphumulo Municipality is bounded to the north by Tugela River and extends approximately 30 km to its southern boundary with Ndwedwe Local Municipality (KZ293). It is situated on the R74 Road from KwaDukuza to Kranskop and is bordered by Ndwedwe on the south to which it is linked through the P711. The primary administrative Centre of the Municipality is the town of Maphumulo which is located approximately 38 km north-west of KwaDukuza Municipality.



According to Census 2011, Maphumulo municipality has experienced a decline in its population between the year 2001 and 2011. In 2011 the population was recorded at 96, 724 people as compared to 120, 643 in 2001. The municipal population is largely composed of youth, which is a significant proportion of the total population (i.e. approximately 40.6% of the population were below the age of 15 in 2011).This requires the municipality, in conjunction with various sector departments, NGOs and other agencies must prioritize youth development in the programmes being put forward.

An improvement of note in the socio economic situation of the area has been in the unemployed individuals. The unemployment rate within the municipal area has declined as it was recorded at 49% in 2011 compared to 76% in 2001. There are several factors that could have influenced these changes such as out-migration of people in pursuit of better economic opportunities in areas such as KwaDukuza or Durban. Whilst there has been comparative decline in broad economic terms unemployment still remains a concern and measures need to be put in place to eliminate dependency on government programmes. Approximately 56% of the population of Maphumulo is female, which can be interpreted as an indicator of the migration of the male population out of the area in search of employment opportunities. The poor absorptive capacity of the local economy and the search for a better quality of life results has resulted in a loss of human capital for the municipality which further weakens the ability of the local economy to grow. This over-representation of women means that issues of gender equality must be

mainstreamed into the development programmes by all agencies in the municipal area (Source: Stats SA, Population Censuses 2001 and 2011).

1.2 MAPHUMULO AT A GLANCE – KEY DEMOGRAPHIC STATISTICS

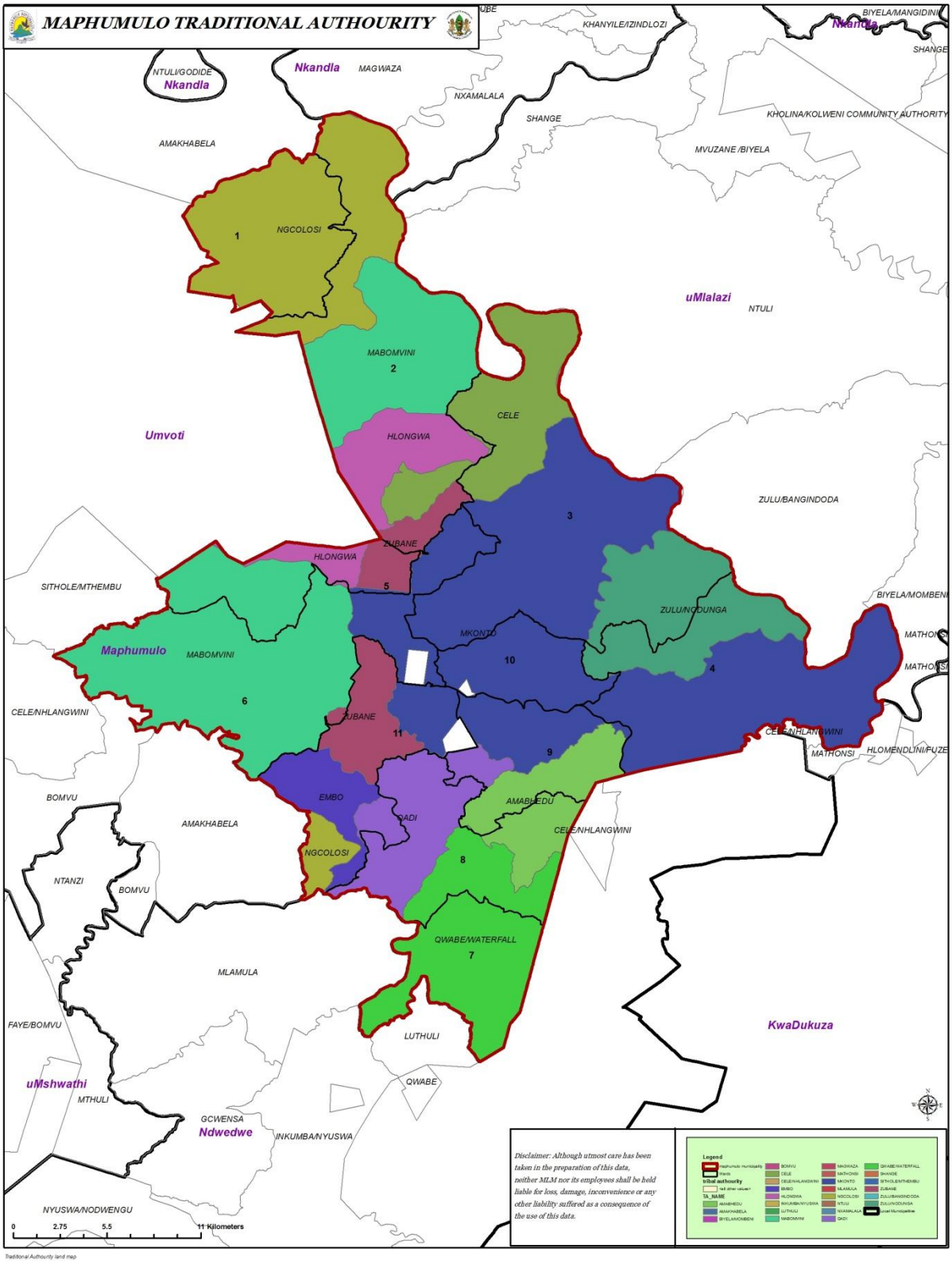
INDICATOR	MAPHUMULO	
Area	894 km².	
Population	96724	
Population growth rate	-2.3%	
Number of households	19972	
Gender breakdown	Male - 43220	
	Female - 53502	
Age breakdown	< 9	26245
	10 - 19	**26361**
	20 - 29	**14008**
	30 - 39	7759
	40 - 49	6766
	50 - 59	6146
	60 - 69	5039
	> 70	4402

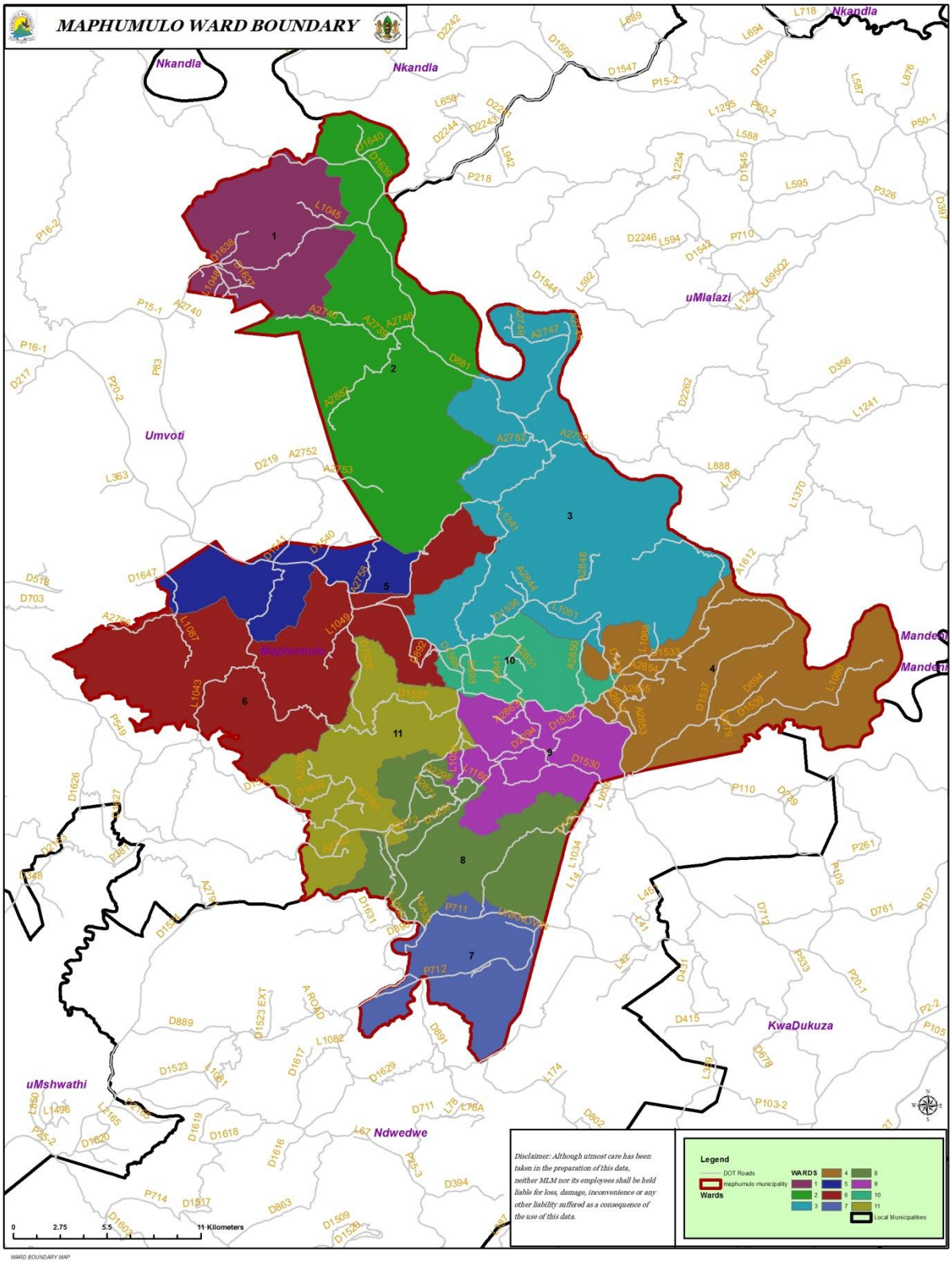
1.3 NUMBER OF WARDS AND TRADITIONAL AUTHORITY AREAS

The Maphumulo Local Municipality is classified as a Category B Municipality in terms of the Municipal Structures, 1998 (Act No. 117 of 1998) and comprises of mostly rural areas governed by Traditional Authorities. Tenure in the municipal is under the Ingonyama Trust land and a very small percentage is directly under the control of the municipality. As a result, there are large tracts of land that would generally be regarded as "available" land for development purposes is not easily accessible to the municipality. There are 11 Traditional Authorities areas and wards in the municipality.

Depicted below, is a list of all the traditional councils in Maphumulo Municipality.

No.	TRADITIONAL AREA	AMAKHOSI
1.	AmaNgcolosi	Bhengu
2.	AmaMbedu	Khuzwayo
3.	KwaMkhonto	Ntuli
4.	KwaHlongwa	Hlongwa
5.	Zubane	KwaZubane
6.	KwaCele	Cele
7.	EmaQadini	Ngcobo
8.	Nodunga	Zulu
9.	Mabomvini	Ngubane
10.	Mthandeni	Qwabe
11.	Embo	Mkhize


MAPHUMULO TRADITIONAL AUTHOURITY
UBE
KHANYILE/IZINDLOZI
BIYELA/MANGIDINI
Nkandla
SHANGE
NTULI/GODIDE
Nkandla
Nkandla
MAGWAZA
NXAMALALA
SHANGE
KHOLINA/KOLWENI COMMUNITY AUTHORITY
AMAKHABELA
MVUZANE /BIYELA
NGCOLOSI
1
uMlalazi
NTULI
MABOMVINI
2
CELE
Umvoti
HLONGWA
ZULU/BANGINDODA
3
ZUBANE
HLONGWA
5
SITHOLE/MTHEMBU
BIYELA/MOMBENI
ZULU/NODUNGA
MKONTO
Maphumulo
MABOMVINI
10
4
6
CELE/NHLANGWINI
ZUBANE
11
CELE/NHLANGWINI
9
MATHONSI
HLOMENDLINI/FUZE
BOMVU
EMBO
AMABHEDU
AMAKHABELA
SADI
CELE/NHLANGWINI
NGCOLOSI
8
NTANZI
BOMVU
QWABE/WATERFALL
7
MLAMULA
FAYE/BOMVU
LUTHULI
KwaDukuza
uMshwathi
QWABE
MTHULI
GCWENSA
Ndwedwe
INKUMBA/NYUSWA
NYUSWA/NODWENGU
0
2.75
5.5
11 Kilometers
Disclaimer: Although utmost care has been taken in the preparation of this data, neither MLM nor its employees shall be held liable for loss, damage, inconvenience or any other liability suffered as a consequence of the use of this data.
Legend
Traditional Authourity land map


MAPHUMULO WARD BOUNDARY
Nkandla
Nkandla
Nkandla
uMlalazi
Umvoti
Maphumulo
Mandeni
Mandeni
KwaDukuza
uMshwathi
Ndwedwe
Disclaimer: Although utmost care has been taken in the preparation of this data, neither MLM nor its employees shall be held liable for loss, damage, inconvenience or any other liability suffered as a consequence of the use of this data.
Legend
DOT Roads
maphumulo municipality
Wards
WARDS
Local Municipalities
0 2.75 5.5 11 Kilometers
WARD BOUNDARY MAP

1.4 HOW THE PLAN WAS DEVELOPED

This serves as the third review of the principle third generation, **2012/13 - 2016/17** Integrated Development Plan for the Maphumulo Municipality. There are several guidelines followed throughout the drafting process, such as the revised KZN IDP framework guide from CoGTA, MEC comments as well as specific National and Provincial development documentation.

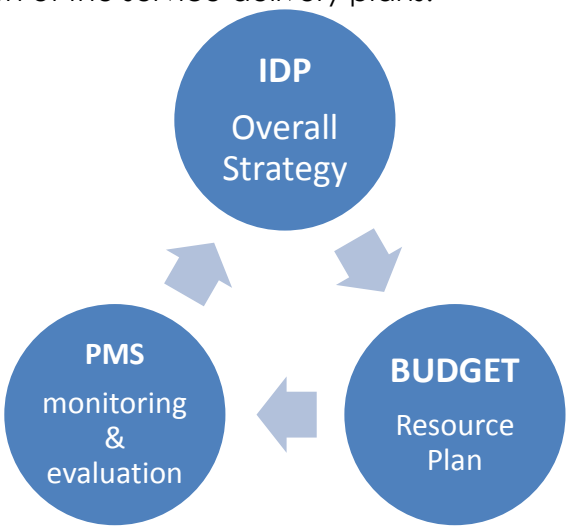
The role of IDPs in South Africa has improved significantly over the past years as compared to the period of its early introduction after the promulgation of the Municipal Systems Act. As now commonly understood, Integrated Development Planning is a process through which the municipality prepares a strategic development plan which extends over a five year period. The IDP together with the Performance Management System and budgetary requirements are tools/instruments that have been identified to assist municipalities in providing service delivery in their communities and achieve the notion of a developmental local government.

The 2014/15 IDP, Budget and OPMS Process plan was presented to the Executive Committee in August 2013 and subsequently adopted. This document forms the foundation to reviewing the three main municipal processes; outlining the structure that will manage the planning process, time schedule for the planning process, roles, and responsibilities and how the process will be monitored.

The first round of public engagements took place in October 2013 where the stakeholders were updated on the 2014/15 IDP Budget and PMS process plan, sector departments presented their planned projects for 2014/15 financial year and most importantly, inputs were received from stakeholders regarding the IDP process.

The subsequent consultation will take place in March to June 2014 where key stakeholders will be briefed on the budget allocations, revised strategies and specific projects and programmes planned for the 2014/15 financial year.

Lastly, sector Departments have also been an integral part of the review process, the last meeting was held on the 18th November 2013 which was primarily directed towards the completion of the service delivery plans.



1.5 COMMUNITY NEEDS

FOCUS AREA	COMMUNITY PRIORITY NEEDS
Community Services, Road, Infrastructure, Electricity and Public Transport.	• No electricity in Ward 8, Ward 2, Ward 3, Ward 5, Ward 6, Ward 7, Ward 4 • There is electricity in some of the areas if Ward 8 but they need Eskom to assist in connecting outside buildings • No signage on the roads especially near schools in Ward 8 • Community halls are needed in Ward 2, 6, 7, 4 • Sports grounds are needed in Ward 2, Ward 5 • Proper roads are a concern in Ward 3, Ward 5 • There are potholes in Ward 5 caused by some tractors while trying to build roads • No road access in Ward 5 which leads to Co-operatives failing to transport their vegetables • No programmes on HIV/AIDS to help Ward 6 deal with the dying community of HIV/AIDS • Community hall is needed in ward 2-there is a need for sports grounds inward 2 and ward 5 lack of clinics in ward 2 • Proper roads are a concern in ward 2 and 5. There are Potholes in Ward 5 caused by some tractors while trying to build roads. • No road access in Ward 5 which leads to Co-operatives failing to transport their vegetables-there is a need for library.
Housing and Economic Development	• No RDP Houses in Ward 8, Ward 2, Ward 7 • No crèche facilities in Ward 8, Ward 3 • Lack of Clinics in Ward 2, Ward 7, Ward 4 • The community in Ward 5 asks to be informed properly when there are meetings to be held • There is no development in Ward 5 due to politics that is believed to be in municipalities these days • Ward 5 need tractors for their gardening • Ward 5 asks to be invited in IDP meetings in order to be familiar with the whole processes for the community needs • In some Wards there are some unknown area, whether they belong to the community or the municipality • Lack of RDP houses in ward 11 • Creation of job opportunities in ward 2,3,9,10 • Ward 11, the community need outstanding projects to be approved • Lack of job opportunities in all wards • Clarity needed on rural housing programmes
Water and Sanitation Service Delivery and Infrastructure.	• Not enough Water in Ward 8, Ward 2, Ward 3, Ward 7 standpipes are sometimes not working • No Water services in Ward 8, Ward 3, Ward 6, Ward 7, Ward 4 • No Clean water in Ward 5 • Water tanks are always empty in Ward 5; so they asked the district municipality to continue providing them • Water taps in Ward 6 and Ward 7 are far from homes, which becomes a problem to old aged people who stays alone • There are no toilets in some of the areas in Ward 6 • Ward 7 there is a need for water in all wards • Need for toilets facilities in ward 11

TIMEFRAME		ITEM	ACTIVITY	RESPONSIBILITY
Q1	July 2013	IDP, PMS and Budget Review	• Started budget, PMS and IDP annual reviews. • S57 Managers Quarterly Performance Assessments. • Submission of the SDBIP to the Mayor.	CFO DPSS PMS
	August 2013	Submission of the Process Plan, Public Notification PMS Review	• Notice to the community of the process to be followed. • Submission of the Annual Financial Statements to Auditor General. • Developed and implemented operational planning process to produce KPIs. • Determined revenue and proposed tariffs. • Engaged with Provincial and National sector departments for alignment of programmes with Municipal plans. • Submitted draft annual report to Auditor General	CFO DPSS PMS
	September 2013	Adoption of the 2013/14 Process Plan Spatial Development Framework	• Alignment and Integration of the IDP, Budget, and PMS. • 1st IDP Representative Forum: with the following agenda -Process plan; -Performance Management system; -Submission of new projects (capital projects); and -Merging of Sector Departments' SDF Project inception/ Start up Issues & Vision (SDF) Spatial Analysis & Synthesis (SDF)	DPSS PMS CFO
Q2	October 2013	Review of the Strategies, Objections and Public Participation Meetings Spatial Development Framework	• IDP Steering Committee • S 57 Managers Quarterly Performance Assessments; and • First performance quarterly report submitted to Council. • Conducting the first public participation meetings.	DPSS PMS
	November 2013	Finalise tariff policies Spatial Development Framework	• Review of annual report. • Developed budget implementation plans. • Compiled first draft of balanced 2013/2014 budget.	DPSS

	December 2013	Approval of adjusted budget	• Municipal entities submit proposed budget for 2014/2015 • Approval of adjusted budget. • Review proposed national and provincial allocations. • Mid-year budget review and adjustment of 2013/14 budget. •	
Q3	January 2014	Municipal Sector Plans And Budget Preparation (Internal) Spatial Development Framework	• Prepared and Finalization of Sector Plans. • S 57 Managers Quarterly Performance Assessments. Second performance quarterly report • Achieving Support (SDF)	ALL HODs PMS Executive Manager: Corporate Services
	February 2014 March 2014	Submission of the proposed budget and plans to Mayor Spatial Development Framework Completion of the Draft Budget and SDBIPs	• Informal internal and external discussions on the first draft balanced 2014/2015 budget with emphasis on included IDP related projects, outcomes of projects and influence on tariffs. • Finalization of the CIF linked to the MTEF Budgetary Framework for inclusion in the IDP and aligning with Sector Department. • Achieving Support (SDF) • Finalization & Approval of SDF • Implementation & Monitoring (SDF) • Draft budget and reviewed IDP are tabled together in council for consideration. • Submit draft budget to National and Provincial Treasuries. • Produce SDBIP from IDP, Budget and PMS. • Draft and Present draft Budget and SDBIPs. • Advertise Public Participation. Conduct Izimbizo. • Submit Draft IDP to COGTA. • Draft budget and revised IDP together with all related documents to be posted onto the municipal website so that the budget is accessible to the public. •	MM IDP Officer/ CFO Executive Manager: Corporate Services CFO PMS DPSS

Q4	April 2014 May 2014	Public Comments and Public Participation on the IDP and Budget IDP and Budget submission to Council	• Consult with relevant sectors to finalize allocations from Government for 20013/2014 and subsequent 3-year cycle. • Publish tabled budget and invite local community to comment. • 2nd and final IDP Representative Forum. • Submit final budget, final IDP and final implementation plans to Council for approval.	IDP Officer CFO IDP Officer CFO
	June 2014	Submission of adopted IDP and Budget to relevant stakeholders.	• Adoption of both the 2014/15 draft IDP and Budget. • Submission of the adopted Budget to Treasury. Submission of the adopted IDP to COGTA.	IDP Officer CFO

1.6 KEY CHALLENGES AND OPPORTUNITIES

The following are the developmental challenges faced by Maphumulo Municipality;

- Huge service and infrastructure backlogs;

  -Water backlogs

  - Sanitation backlogs

  - Electricity backlogs

  - Housing

- Absence of local training and skills development institutions
- Lack of skills to specifically participate in Local economy
- High illiteracy rate
- Steep and development-unfriendly terrain with scattered settlement patterns
- Lack of services in identified development nodes
- No waste management facility to cater for both current and future development needs
- Absence of a revenue base
- Vacancy in critical positions
- No municipal cemetery for burials.

1.7 WHAT IS OUR LONG TERM VISION

"To Be Catalyst for a Sustainable Socio- Economic Development for a Better Life for All"

The Maphumulo municipality aims to achieve its vision by:

- Creating an enabling environment for economic development
- Empowering municipal staff and social stakeholders
- Ensuring the participation of marginalized community especially women, youth, disabled and HIV/Aids infected and affected

In achieving this vision, the municipality has committed itself to creating an enabling environment for economic development, empower staff and social stakeholders, ensure the participation of the marginalized within the community such as women, children disabled, and ensure a clean and safe environment.

1.8 WHAT ARE WE DOING TO UNLOCK AND ADDRESS KEY CHALLENGES

KPA	COMMENTS
• **BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT**	***Objective***: To improve the quality of life of the community by providing them with decent housing and to ensure that each housing project is linked to the improved water supply, sanitation, roads, health services as well as ameni such as education, community halls and basic recreational facilities
	Priorities • Water and sanitation provision • Road construction, upgrade and maintenance • Electricity supply • Eradicating housing backlogs • Spatial Restructuring/Integration
	Achievements: This KPA is being championed by the Technical Services Department. • Electrification of 1250 houses in Mthandeni, Mxhosa and Maphumulo central. • Ocheni, Zagqayini, Mphise and Mzulwini electrification • Construction of 2 community halls in ward 8 and 9 • Construction of Sports complex in Emnyameni • Construction of access roads in ward 1,2,3 and 7 • Maphumulo Taxi rank – which is still in tender stage • Near completion of Maphumulo Library • Rural housing projects for the following traditional areas; - Amambedu - AmaNgcolosi - Nodunga

	- Mabomvini - Cele - KwaHlongwa - Embo - Zubane - Mkhonto - Maqumbi - Nombokojwana - Qadi
SOCIAL AND LOCAL ECONOMIC DEVELOPMENT	***Objective***: • To focus development on tourism that can contribute to economic growth of the municipality
	Priority • To develop interventions that are aimed at addressing issues that affect the predominantly youth population such as job creation, tertiary facilities and recreation
	Achievements • Through the Capital Works Programme funded by COGTA which benefited more than 1000 unemployed young people. • Various LED initiatives has been introduced • Response and turnaround time for attending to disastrous events has improved • Disaster management plan has been reviewed and is being implemented. • Various youth programmes have been launched • R300, 000 budget allocation for empowerment projects for people with disability • Business plans for upgrading of Sabuyaze sport ground was submitted and approved by the National lottery. Municipality is awaiting transfer of funds.
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	***Objective*** The main objective of this KPA is to improve the organizational developme capacity of the municipality to render effective service delivery.
	Priority • Capacity building for municipal staff and the filling of critical vacant posts
	Achievements • Council has adopted a new organogram • Various posts have been advertised and will be filled before the end of 2013/14 financial year • PMS system introduced to all officer level employees • Training of staff to ensure the needed skills are available to speed up service delivery. • Functional governance structures are in place

GOOD GOVERNANCE AND PUBLIC PARTICIPATION	***Objective*** To develop a culture of community participation as envisaged in Chapter 4 of the Municipal Systems Act, Act 32 of 2000. Ward committees are required to make recommendations to the Council on any matter affecting the ward.
	Priority Strengthening public participation in municipal affairs
	• 10 of the 11 ward committees are functional within the municipality. • Regular consultation and engagement of community members on developmental and governance issues. • Community (and ward committee) meetings are held on a quarterly basis • Community participation plan has recently been adopted • Ward operational plan is in place • Community based planning and Area based planning programmes were rolled out to ensure focused participatory planning. • Complain register have been developed for community members to register their views and concerns
FINANCIAL VIABILITY AND MANAGEMENT	***Objective***: To enhance revenue and to ensure financial viability sustainability for Maphumulo Municipality
	Priority: High Outstanding Debtors impacts on infrastructure development, capital works and an increase in tariffs
	In this KPA the municipality has achieved the following: • Compliance with SCM policies has been enhanced through the training of bid committees and ensuring stringent procurement compliance. • Increased number of local SMME's receiving tenders from the municipality. • Increased revenue collection as the municipality has managed to currently collect 64% of its estimated revenue. That amounts to R8, 378 814. 34 • Reduction of days on paying of service providers • Addressing of issues raised by the Auditor General is on- going
SPATIAL PLANNING AND ENVIRONMENT MANAGEMENT	***Objective*** To improve the quality of the natural environment and promote coordinc and orderly spatial development
	Priority Spatial development and environmental management
	Achievements • Maphumulo town has been established as a town and was gazetted on September 2012

	• Area Based Plan for Ntunjambili (ward 01) was adopted in January 2014 • Town planning Scheme has been adopted for the town centre • Rural scheme will be implemented in the 2014/15 financial year. • SDF reviewed in 2013/14 • Land Disposal policy was adopted in September 2013 • Valuation roll will be completed by June 2013 for the town centre

1.9 WHAT COULD YOU EXPECT FROM US

The municipality has in response to the priority development issues and in line with its long-term vision identified a set of strategic objectives as well as service delivery targets. These objectives represents the municipality's intention to address the factors that influence and lead to the identified priorities. The municipality's development objectives can be summarized as follows:

STRATEGIC OBJECTIVES	
1.	To improve the organisational development capacity of the municipality to render effective service delivery;
2.	To enhance revenue and to ensure financial viability and sustainability for Maphumulo Municipality; To reduce infrastructure and services backlog and to establish a high quality environment with the associated physical infrastructure;
3.	To improve the quality of life of the community by providing them with decent housing and to ensure that each housing project is linked to the improved water supply, sanitation, roads, health services as well as amenities such as education, community halls and basic recreational facilities;
4.	To utilize the municipal area' agricultural potential to the maximum ;
5.	To promote Maphumulo as a tourism destination
6.	To promote local economic development and growth in Maphumulo through the identification and facilitation of economic opportunities ;
7.	To improve the quality of life of the community through providing them with community facilities and housing and contain the HIV/Aids epidemic in the area;
8.	To ensure that residents live within a safe environment;
9.	To improve the quality of the natural environment and promote co-ordinated and orderly spatial development;
10.	To deepen democracy and strengthen democratic institutions.

1.10 HOW WILL OUR PROGRESS BE MEASURED?

As prescribed in Section 40 of the Municipal Systems Act 2000, Maphumulo Municipality must create mechanisms to monitor and review its Performance Management System (PMS) so as to measure, monitor, review, evaluate and improve performance at organisational, departmental, and individual employee levels. Section 34 of the Municipal Systems Act further requires the Integrated Development Plan to be reviewed on an annual basis which should also encompass the review of key performance indicators and performance targets.

The Maphumulo Municipality has an adopted Performance Management System (PMS) framework that serves as the guideline document for the implementation of PMS. The framework will detail the "how" to work with performance information and is inclusive of the following interrelated processes;

- Performance Planning
- Performance Monitoring
- Performance Measurement
- Performance Analysis
- Performance Reporting and Review

The performance of the municipality is measured and managed against the progress made in achieving the strategic objectives as set out in the IDP. This is done on the basis of key performance indicators and targets set for each of the IDP objectives. The measures set are captured in an organisational scorecard structured in terms of the "logic model" as preferred performance management model of the Municipality.

The organisational scorecard is submitted to the Executive Committee for consideration and review on a quarterly basis. The reporting takes place in October (for the period July to end of September) January (for the period October to the end of December), April (for the period January to end of March), and July (for the period April to the end of June). The review in January will coincide with the mid-year performance assessment as per Section 72 of the MFMA. This Section determines that the accounting officer must, by 25 January of each year, assess the performance of the municipality and report to the Executive Committee via the Mayor on, inter alia, its service delivery performance during the first half of the financial year and the service delivery targets and performance indicators as set out in its SDBIP.

SECTION B: PLANNING AND DEVELOPMENT POLICY PRIORITIES

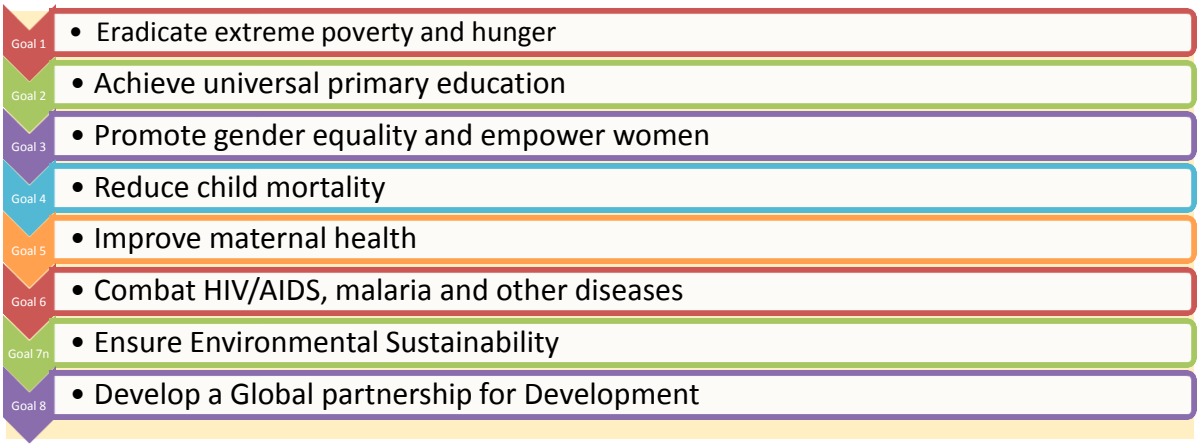
2.1 THE MUNICIPAL SYSTEMS ACT (32 OF 2000)

The Municipal Systems Act is the key piece of legislation guiding the preparation of IDP's. Section 26 of the act stipulates that all municipalities must prepare IDP's as their primary strategic tool in guiding development and economic growth. Section 26 further lists the key components that IDP's must reflect which are summarised as follows;

- The Municipal Council for the long term development of the municipality
- Assessment of the existing level of development within the municipality including the identification of communities without access to basic services
- Council development priorities and objectives, inclusive of its local economic development aims as well as the internal transformation needs.
- Councils development strategies which must be aligned with the national or provincial plans and planning requirements binding on the municipality in terms of this legislation
- A municipal Spatial Development Framework (SDF) which must include the provision of basic guidelines for the Land Use Management System (LUMS) of the municipality; and
- Key performance indicators and targets determined through an organisational performance management system based on the priorities identified in the IDP.

2.2 THE MILLENNIUM DEVELOPMENT GOALS 2015

The United Nations MDGs declaration aims to promote a 'comprehensive approach and a coordinated strategy, tackling many problems simultaneously across a broad front'. It is a critical document whereby all signatory countries and development organizations have committed to aligning themselves with achieving the targets set by 2015. The Millennium Development Goals, to be achieved between 1990 and 2015, are:



2.3 DFA PRINCIPLES

The Development Facilitation Act No. 67 of 1995 provided for general principles governing land development throughout the Republic. As integrated development planning contributes to social and economic development, it must take these principles into consideration:

- Promote integrated and liveable settlements within close proximity to job opportunities;
- Promote mixed uses;
- Encourage environmentally sustainable land development practices and processes;
- Compact towns and cities (instead of urban sprawl);
- maximum use of existing infrastructure and services (rather than duplication); and
- Equal consideration of formal and informal settlements.

The DFA also requires that every municipality establishes LDOs, which are effectively local land-use plans that take into account the need to plan for land use in an integrated and strategic manner. The intention of the ***White Paper on Spatial Planning and Land Use Management*** is to absorb the LDO concept into the IDP process required by the Municipal Systems Act.

2.4 NATIONAL DEVELOPMENT PLAN

The South African Government adopted the National Development Plan with a long term vision stretching to 2030. The primary objective of the plan is to eliminate poverty and reduce inequality by 2030 by achieving the followings;

- ✓ Uniting South Africans around a common programme to achieve prosperity and equity
- ✓ Promoting active citizenry to strengthen development, democracy and accountability
- ✓ Bringing about faster economic growth, higher investment and grater labour absorption
- ✓ Focussing on key capabilities of peoples and the state
- ✓ Building a capable and developmental state
- ✓ Encouraging strong leadership throughout society to work together to solve problems.

The implementation of the NDP solely depends on Municipal IDP's to unpack, align and action the vision of the NDP.

2.5 12 NATIONAL OUTCOMES

The Cabinet Lekgotla in January 2010 adopted the National Government Outcomes Based Approach as a means to focus government initiatives and manage public expectations. The outcome approach is based on the Medium Term Expenditure Framework (MTEF). As the Local Municipality or sphere of government our focus is Outcome 9: ***A responsive and accountable, effective and efficient local government system.***

12 outcomes have been identified.

- ✓ Outcome 1: Improve the quality of basic education
- ✓ Outcome 2: A long and healthy life for all South Africans
- ✓ Outcome 3: All people in South Africa are and feel safe
- ✓ Outcome 4: Decent employment through inclusive economic growth
- ✓ Outcome 5: A skilled and capable workforce to support an inclusive growth
- ✓ Outcome 6: An efficient, competitive and responsive economic infrastructure network
- ✓ Outcome 7: Vibrant, equitable and sustainable rural communities with food security for all
- ✓ Outcome 8: Sustainable human settlements and improved quality of household life
- ✓ **Outcome 9: A responsive and accountable, effective and efficient local government system**
- ✓ Outcome 10: Environmental assets and natural resources that is well protected and continually enhanced
- ✓ Outcome 11: Create a better South Africa and contribute to a better and safer Africa and World
- ✓ Outcome 12: An efficient, effective and development orientated public service and an empowered, fair and inclusive citizenship

2.6 STATE OF THE NATION ADRRESS

The State of the Nation address was delivered by the Honourable President Jacob Zuma on the 13 February 2014. Enlisted below are some of the issues that were raised.

- Poverty
- Inequality
- Unemployment
- Job creation
- Crime
- Rural development and land reform
- Education
- Housing

2.7 PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS)

The KwaZulu-Natal Provincial Spatial Economic Development Strategy, as well as the recently Developed KwaZulu-Natal Spatial Development Strategy provides direction regarding the proposed economic drivers that should be focused on and enhanced in specific localities.

The KwaZulu-Natal Provincial Growth and Development Strategy (PGDS) was reviewed in 2011 and adopted by cabinet in August 2011. This PGDS provides KwaZulu-Natal with a reasoned strategic framework for accelerated and shared economic growth through catalytic and developmental interventions, within a coherent equitable spatial development architecture, putting people first, particularly the poor and vulnerable, and building sustainable communities, livelihoods and living environments. Concomitant attention is also given to the provision of infrastructure and services, restoring the natural resources, public sector leadership, delivery, and accountability, ensuring that these changes are responded to with resilience, innovation, and adaptability. This will lay the foundations for attracting and instilling confidence from potential investors and developing social compacts that seek to address the inter-connectedness of the Provincial challenges in a holistic, sustainable manner, whilst nurturing a populous that is productive, healthy, and socially cohesive.

Against this background, the 2011 KZN PGDS is designed to facilitate sustainable economic growth, reduce growing inequality, and promote environmental sustainability. To realise the vision of "***KwaZulu-Natal – A Prosperous Province with a healthy, secure and skilled population, acting as a gateway to Africa and the World***," the following long-term strategic goals and objectives have been identified as the compass to guide policy-making and resource allocation to 2030.

Listing of Strategic Goals and Objectives	
Strategic Goal	**Strategic Objective**
1. JOB CREATION	• Unleashing Agricultural Potential; • Enhance Industrial Development through Trade, Investment & • Exports; • Expansion of Government-led Job Creation Programmes; • Promoting SMME, Entrepreneurial & Youth Development; and • Enhance the Knowledge Economy.
2. HUMAN RESOURCE DEVELOPMENT	• Improve Early Childhood Development, Primary & Secondary Education; • Support Skills Alignment to Economic Growth; and • Promote Enhance Youth Skills Development & Life-Long Learning.
3. HUMAN & COMMUNITY DEVELOPMENT	• Poverty Alleviation & Social Welfare; • Enhancing Health of Communities & Citizens; • Safeguard Sustainable Livelihoods & Food Security; • Sustainable Human Settlements; • Enhancing Safety & Security; • Advance Social Cohesion; and • Promote Youth, Gender & Disability Advocacy • Advancement of Women.

4. STRATEGIC INFRASTRUCTURE	• Development of Ports & Harbours; • Development of Road & Rail Networks; • Development of ICT Infrastructure; • Improve Water Resource Management; and • Develop Energy Production Capacity
5. RESPONSES TO CLIMATE CHANGE	• Increase Productive Use of Land; • Advance Alternative Energy Generation; • Manage Pressures on Biodiversity; and • Disaster Management.
6. GOVERNANCE & POLICY	• Strengthen Policy, Strategy Co-ordination & IGR; • Building Government Capacity; • Eradicating Fraud & Corruption; and • Promote Participative, Facilitative, & Accountable Governance.
7. SPATIAL EQUITY	• Actively Promoting Spatial Concentration; and • Facilitate Integrated Land Management & Spatial Planning.

2.8 STATE OF THE PROVINCE ADDRESS

The State of the Province Address was delivered by the Honourable Premier, Mr Senzo Mchunu on the 5th March 2014. The following lists the key attributes in achieving the provincial vision.

- Good Governance
- Promoting spatial equity
- Creation of more jobs, decent work and sustainable livelihoods for inclusive growth
- Rural development, land reform and food security
- Education
- Health
- Fighting crime and corruption

2.9 BREAKING NEW GROUND – HUMAN SETTLEMENTS

BNG is a comprehensive plan for the Development of Sustainable Human Settlement (BNG), which was published by the National Department of Human Settlements, provides in inter alia the following guidelines:

- Residents should live in a safe and secure environment, and have adequate access to economic opportunities, a mix of safe and secure housing, and tenure types, reliable and affordable basic services, educational, entertainment and cultural activities and health, welfare and police services.
- Ensure the development of compact, mixed land use, diverse, life-enhancing environments with maximum possibilities for pedestrian movement and transit via safe and efficient public transport in cases where motorized means of movement is imperative.
- Ensure that low-income houses are provided in close proximity to areas of economic opportunities.
- Integrate previously excluded groups into the city, and the benefits it offers, and to ensure the development of more integrated, functional and environmentally sustainable human settlements, towns and cities. The latter includes densification.
- Encourage social (Medium-density) Rental Housing – Social rental housing is generally medium-density and this housing intervention may make a strong contribution in urban renewal and integration.
- There is a need to move away from a housing-only approach to a more holistic development of human settlements, including the provision of social and economic infrastructure.
- More appropriate settlement designs and housing products, and more acceptable housing quality.
- Enhancing settlements design by including professionals at planning and project design stages, and developing design guidelines.

2.10 COMPREHENSIVE RURAL DEVELOPMENT PROGRAMME

The Department of Rural Development and Land Reform in 2009 developed the Comprehensive Rural Development Programme (CRDP). The CRDP set new pathways focusing in rural construction, development and improving the lives of the people in rural areas. Improving the lives of the rural people remains one of the high priorities of Government and this has also been highlighted by the president in his National State address. The primary focus of rural development is to improve the quality of life of the rural households, enhancing food security through a broader base of agricultural production and investing varies economic potential of each

area. The CRDP has identified the following initiatives and programmes in order to achieve its goals;

- Social mobilisation and organisation of communities;
- Strategic investment in social, economic, ICT and public amenity infrastructure; and
- Coordinated and integrated broad-based
- Agrarian transformation

In terms of the 12 National Outcomes, the department of Rural Development and Land Reform have commitment to the achievement of Outcome 7 of the 12 Outcomes which are being implemented by government over the MTSF period.

- **Outcome 7:** Vibrant, equitable and sustainable rural communities with food security for all.

- **Outcome 12:** An efficient, effective and development orientated public service and an empowered, fair and inclusive citizenship.

Maphumulo Municipality is categorised as rural municipality, the CRDP play a critical role in the development of the municipality. By achieving the above outcomes by the department of Rural Development and Land Reform will place the Maphumulo local Municipality in the centre of development and improvement of the lives of the people of Maphumulo.

2.11 HOW THE MUNICIPALITY IS ADDRESSING AND APPLYING THE GOVERNMENT POLICIES & IMPERATIVES

2.11.1. IMPLICATIONS OF VARIOUS KEY POLICIES

The following table is Government Policies and Interventions undertaken by Maphumulo Local Municipality

GOVERNMENT POLICY	INTERVENTIONS BY MUNICIPALITY
Millennium Goals	
12 National Outcomes (Outcome 9)	• Municipality adopted the IDP planning processes and that has been the guiding tool throughout the review process; • The municipality has improved significantly in delivering basic services. Access to piped water, electricity, and housing has increased over the past few years. The new location of the municipal offices will also ensure that the municipality is close to all citizens; • The municipality is currently coordinating and participating several programs and community meetings aimed at empowering the disadvantaged groups such as women, young people, disabled and even those infected with HIV/AIDS; and • The municipality has received three consecutive audits and there has been much improvement in Auditor General's comment.
5 KZN Priorities	• The Maphumulo municipality has ensured that all the 5 KZN Priorities are taken into consideration in all development projects listed in the IDP.
State of the Nation Address	• Some of the priorities for 2014 mentioned in the SONA are education, health, creating decent work as well as rural development. Maphumulo is well in line with these priorities as there are projects dedicated in addressing these issues in the IDP.
State of the Province Address	• The projected economic growth is 4% and to create 2.1 million per annum between now and 2030. Unemployment in Maphumulo has shown a steady decline over the past few years. There have been programmes initiated to create employment for young people. Hence the municipality is aligning its projects with provincial targets.
Breaking New Ground and Comprehensive Rural Development Programme	• To realize this approach, various housing projects have been identified in partnership with the Department of Human Settlement.
NDP and PGDS	• The recently adopted iLembe Regional Spatial Development Plan (IRSDP) provides the blueprint towards implementation of the seven strategic goals leading to 2030. Maphumulo has ensured alignment to the IRSDP in terms of the listed priorities, development objectives and the review of the SDF.

2.11.2 PROVINCIAL ALIGNMENT TO GOALS

DEPARTMENT	DEPARTMENTAL VISION	MISSION	STRATEGIC GOALS	DEPARTMENTAL MTEF
DEPARTMENT OF HEALTH	To provide the best, comprehensive, accessible, integrated, sustainable, cost-effective and equitable quality service to the people of the ILembe District.	To provide a sustainable, integrated and comprehensive health service at all levels; based on the Primary Health Care approach through the District Health System, so as to increase the capacity of individuals to accept responsibility for their own health.	The following departmental strategic goals will focus on improving the health system to permit cost-effective use of limited resources and assure that services are responsive to the needs of the poor. - Effective implementation of the comprehensive HIV/ Aids strategy; - Strengthen Primary Health Care and providing caring, responsive and quality health services at all levels; - Promote health, prevent and manage illnesses with emphasis on poverty, lifestyle trauma and violence; - Human resource management for public health; and _ Infrastructure investment in health technology, communication, management information systems and buildings.	The MTEF for the Department of Health as it was presented during various iLembe Intergovernmental Alignment meetings has been incorporated within the Capital Investment Framework.

DEPARTMENT OF HOUSING	The vision of the KwaZulu-Natal Department of Housing is: *Innovative champions of change in the housing sector to improve the quality of life for all in KwaZulu-Natal*.	The mission statement of the KwaZulu-Natal Department of Housing is to create an enabling environment for the development of sustainable human settlements in partnership with stakeholders to improve the quality of life for all in KwaZulu-Natal.	✚ Eradication of slums in KZN by 2014; ✚ Strengthening governance and service delivery; ✚ Ensuring job creation through housing delivery; ✚ Accelerating housing delivery in rural areas; ✚ Accelerating the hostel redevelopment and upgrade programme; ✚ Completion of all blocked projects by 2007; ✚ Creating rental/ social housing opportunities; ✚ Building the capacity of Housing stakeholders (especially municipalities); ✚ Promotion of homeownership; ✚ Provision of housing for vulnerable groups including those affected by HIV/ Aids; ✚ Ensuring the provision of incremental housing; and Implementation of Financial Services Market Programme.	The MTEF for the Department of Housing as it was presented during various iLembe Intergovernmental Alignment meetings has been incorporated within the Capital Investment Framework.

DEPARTMENT OF EDUCATION	The vision of the Department of Education is: *A literate and skilled 21st century society that is able to benefit from participating in all democratic processes, and contribute to the development and growth of the people of KwaZulu- Natal.*	To provide opportunities for all our people to access quality education this will improve their position in life and contribute to the advancement of a democratic culture in KwaZulu-Natal.	Provide high quality, relevant education to all learners, regardless of age, which will equip them with knowledge, skills, values and attitudes to meet the challenges of the 21st century; - Transform the department into a 21st century learning organisation, with the focus on results, high performance, effective communication and quality service delivery; - Transform schools and colleges into self-reliant and effective learning institutions that are also community centres for lifelong learning; - Develop the department's human resource capacity to meet the highest standards of professionalism in line with the requirements of the Employment Equity Act and other transformation targets; - Provide and utilise resources to achieve redress and equity, and to eliminate conditions of physical degradation in institutions; - Eliminate fraud, corruption and mal-administration; and - Deal urgently and purposefully with the impact of the HIV and AIDS pandemic, as part of an integrated provincial response.	The MTEF for the Department of Education as it was presented during various iLembe Intergovernmental Alignment meetings has been incorporated within the Capital Investment Framework.

DEPARTMENT OF PUBLIC WORKS	The vision of the Department of Works is: *A thriving economy through infrastructure development and property management.*	The mission of the department is to lead in infrastructure development and property management in KwaZulu-Natal.	The department is committed to the provincial priorities and will strive, in the next three years, to achieve the following key strategic objectives:
			- To provide and facilitate the provision of accommodation and property management services to satisfy client needs;
			- To achieve optimal utilisation of fixed state assets through effective implementation of the Government-wide Immovable Asset Management System;
			- To improve integrated service delivery;
			- To create jobs through the Expanded Public Works Programme (EPWP);
			- To enhance the following envisaged benefits of departmental programmes for contributing to bridging the gap between the first and second economy and the anti-poverty campaign through:
			  - skills development in the built environment;
			  - employment creation;
			  - creation of an enabling environment to attract women, youth and the
			  - disabled to the construction industry and property industry; and
			  - development of new capacity in the construction industry through active
			  - Support for emerging contractors and emerging consultants.
				The MTEF for the Department of Works as it was presented during various iLembe Intergovernmental Alignment meetings has been incorporated within the Capital Investment Framework.

			- To implement the 'National Youth Service' (NYS) programme;	
			- To ensure effective and efficient management of the department's	

COGTA –KZN	People centred sustainable local governance which focuses on effective service delivery responsive to the needs of the communities	The Department will promote people-centred, accountable, and viable local governance that accelerates Service delivery and ensures sustainable communities.	The strategic objectives of the department for 2010/11 are aligned to the strategic goals of the five-year local government agenda. The goal: *Mainstreaming hands-on support to local governance to improve governance, performance and accountability*, will be achieved through the following objectives: - Management of institutional development; - Facilitation of basic service delivery; - Promotion of local economic development; - Facilitation of good governance and public participation; - Oversight of municipal transformation and organisational development; and - Facilitation of financial viability and financial management. The goal: *Addressing the structure and governance arrangements of the state, in order to better strengthen, support and monitor local governance,* has as its objectives: - Monitoring of inter-governmental relations; and - Supporting and monitoring institutional empowerment. - The objectives in respect of the goal: *Refining and strengthening the policy, regulatory and fiscal environment for local governance and giving greater attention to enforcement measures,* are as follows: - Review of the two tier system of local government; and	The MTEF for the Department of Local Government and Traditional Affairs as it was presented during various iLembe Intergovernmental Alignment meetings has been incorporated within the Capital Investment Framework.
			- Facilitation of legislative amendments. The goal: *Client oriented, economical*	

	A champion for a prosperous agricultural productive land use, food security and environmentally sustainable livelihoods.	The strategic objectives of the department are as follows: - Improved local, national and international trade access and competitiveness; - Provision of food security; - Farmer development and support; - Integrated sustainable natural environmental management; and Integrated and transformed service delivery.	The department continues to focus on the sustainable growth of agricultural development initiatives, and the sustainable use, conservation and protection of environmental resources for sustainable livelihoods, through the following core functions: ***Agricultural Development Services*** - To promote a transformed and viable agricultural industry through sustainable land use; - To provide extension, analytical and specialist advisory services to farmers and other stakeholders; - To provide and support the development of infrastructure for sustainable agriculture; - To undertake appropriate research and development to advance agriculture; - To develop agricultural programmes that support the empowerment of vulnerable groups; - To develop a master sector plan to provide support to municipalities; and - To develop systems for the effective administration of state land. ***Environmental Management*** - To ensure integrated sustainable environmental planning; - To mitigate the impact of and manage waste and pollutants; - To empower communities with regard to sustainable resource utilisation; and - To prevent and control the spread of invasive alien species in the province. ***Veterinary Services*** - To ensure prevention and control of animal diseases; - To enable international trade access for animal products; - To reduce the transfer of zoonotic diseases to	The MTEF for the Department of Agriculture and Environmental Affairs as it was presented during various iLembe Intergovernmental Alignment meetings has been incorporated within the Capital Investment Framework.

2.12 MUNICIPAL TURNAROUND STRATEGY

A comprehensive assessment of the municipalities in South Africa was undertaken in 2009 and the analysis of this assessment resulted in a State of Local Government Report (SLFR) that reflected on what needs to be done to restore the confidence of our people in this sphere of government by 2011 and beyond. Following the analysis of the results of these assessments and from the issues covered in the overview report, the LGTAS (Local Government Turnaround Strategy) was created. The LGTAS was approved by National Cabinet on 2 December 2009, and presented to a Cabinet Lekgotla in February 2010

The submission of the 2011/2012 MTAS to the Department of Cooperative Governance and Traditional Affairs (KZN DCOGTA) was to be effected immediately thereafter.

This reviewed MTAS identified the top 10 priorities of the municipality in adhering to its responsibility to meet the needs of its people and to restore the confidence of the people in the municipality. These top 10 priorities are as follows:

1. Development of Comprehensive Infrastructure Framework
2. Access to electricity
3. Clean Audit with no matters of emphasis
4. Access to water and sanitation
5. Poverty Alleviation
6. Improve Performance Reporting
7. Land Audit
8. Environmental Management Framework
9. Local Tourism
10. Youth Development

The MTAS briefly summarized the current situation of each of these priorities, set certain targets and related actions by the municipality as well as unblocking actions from other spheres of government and agencies. It further allocates human resources and budget to address these targets as well as reporting frequencies on these. These MTAS priorities were all incorporated into the IDP priorities and are also in line with the various provincial and national planning priorities.

As mentioned above, the municipality adopted the MTAS in 2011. The following table is the MISA Plan which was done in partnership with COGTA and serves the same purpose as MTAS.

KEY CHALLENGES TO BE ADRESSED	SPECIFIC SUPPORT TO BE PROVIDED	Expected outputs	Support mechanism duration	Performance indicator	Roles and responsibility		
					Municipal	Provincial	National (specify department)/Other
A. GOVERNANCE AND INSTITUTIONAL MEMORY **1. Public Participation**							
Communication with Community LM has poor communication with and lack of feedback to community except w.r.t IDP Public Participation Officer has additional job functions including acting as IDP Manager	COGTA to appoint a service provider to facilitate the review of a communication strategy	Approved and functional communications strategy in place	Facilitate the development of a communication strategy by end of October 2013	Communications strategy to address external communication	LM to appoint service provider LM to assist with drafting of strategy	COGTA to ensure appointment of service provider COGTA to monitor development and implementation of strategy	DCoG to support process by providing funding for appointment of service provider

KEY CHALLENGES TO BE ADDRESSED	SPECIFIC SUPPORT TO BE PROVIDED	Expected outputs	Support mechanism duration	Performance indicator	Roles and responsibility	KEY CHALLENGES TO BE ADRESSED	SPECIFIC SUPPORT TO BE PROVIDED
A. GOVERNANCE AND INSTITUTIONAL MEMORY 2. Municipal Council							
Internal Communication Portfolio committees have been established but there is a poor flow of communication from portfolio committees to executive committees and council Portfolio committees members lack capacity and decision making is poor Schedule of meetings was approved but dates are	COGTA to appoint a service provider to facilitate the development of a communication strategy Service provider to workshop issues around councillor code of conduct and help LM identify solutions to poor attendance at meetings Service provider to identify councillor and portfolio	Good flow of internal communication and improved attendance at meetings	COGTA to appoint service provider / facilitator by end of October 2013	Meetings well attended and Council kept informed	LM to participate	COGTA to provide service provider	N/A

changed because councillors often come to meetings late or don't arrive and there are insufficient numbers for a quorum Communication between LM and council is also poor and council is often not informed of critical matters	committee member training needs and align them to existing councillor training plans						
CDW 2 wards without CDWs CDWs do not report to municipality and this causes conflict	COGTA to assist the LM to appoint and train more CDWs COGTA to review CDW reporting lines	Sufficient numbers of trained CDWs to assist LM	COGTA to support the request for more CDWs in the LM by end of October 2013	Sufficient CDWs appointed and trained	LM to motivate for increase in CDWs	COGTA to facilitate request for increase in number of CDWs COGTA to train CDWs COGTA to review CDW	DCOG to review CDW reporting lines

						reporting lines	
KEY CHALLENGES TO BE ADDRESSED	**SPECIFIC SUPPORT TO BE PROVIDED**	**Expected outputs**	**Support mechanism duration**	**Performance indicator**	**Roles and responsibility**	**KEY CHALLENGES TO BE ADRESSED**	**SPECIFIC SUPPORT TO BE PROVIDED**
B. OPERATIONS AND ADMINISTRATION **3. Human Resources**							
Discipline General lack of commitment and discipline by employees at the municipality	COGTA to train all LM managers to handle employee disciplinary matters and implement disciplinary policies and procedures	Managers implement disciplinary policies and procedures	A service provider to be appointed to train managers to implement disciplinary policies and procedures	Managers know how to implement disciplinary policies and procedures	Human Resource manager to assist with training plans and implementation	COGTA to liaise with SALGA KZN for assistance, as they have the expertise to support municipalities.	DCoG to provide funding for appointment of service provider
Organogram Lack of credible organogram aligned to powers and functions	COGTA to appoint a service provider to assist in the development of a credible organogram	A credible organogram adopted by the council	The deployment of a technical HR expert	Organogram compliant with MSA	LM to supply information for development of the organogram	COGTA has issued a grant of R 800 000 to the DM to employ a skilled professional who will work at the district and the locals within the district. Part of the scope of work includes ensuring that the organogram of the municipality	N/A

						is aligned to the powers and functions. DM to appoint SP by 30 November 2012.	
Vacancies in critical positions High vacancy rates in critical positions	COGTA to initiate the recruitment process in current vacant positions Short term deployment of technical expertise to be identified.	All critical vacancies filled by people with relevant experience and skills	COGTA to initiate the recruitment process MISA to deploy PSPs in consultation with COGTA	Vacant posts filled	Provide funding for all critical positions during the budget finalisation stage	COGTA to support municipality with advertising, short listing and interview process.	DCOG through MISA in consultation with COGTA and municipality to provide support DCoG MISA to assist the LM with capacity gaps of technical posts until they are filled
Payroll Percentage of personnel expenditure against operational budget is too high	COGTA to appoint service provider (HR expert) to investigate high expenditure A plan to be put in place to reduce high personnel costs	Personnel expenditure is equal to or less than the norm of 35% against operating budget	COGTA to appoint a service provider (HR expert) to investigate and reduce high personnel expenditure	Decrease in personnel expenditure to acceptable level	Human Resource manager to assist with setting investigation of high expenditure and with drawing up of plan to address the expenditure	COGTA to monitor process and assist when necessary	DCoG to provide funding for appointment of service provider

KEY CHALLENGES TO BE ADDRESSED	SPECIFIC SUPPORT TO BE PROVIDED	Expected outputs	Support mechanism duration	Performance indicator	Roles and responsibility	KEY CHALLENGES TO BE ADRESSED	SPECIFIC SUPPORT TO BE PROVIDED
B. OPERATIONS AND ADMINISTRATION **5. Training and Development**							
Skills Audit Many employees are not sufficiently skilled to perform their job functions Councillors require skills development in various function areas	COGTA to appoint a service provider to conduct a skills audit and identify skills gaps in the LM as well as training needs of individuals	LM has identified the skills needed for service delivery	The deployment of a technical HR expert by end of October 2013	Training plan approved	LM to supply information for and cooperate with skills audit	COGTA to support municipality with the use of GAPSKILL (National system). WSP, PDP's and all training needs will then be addressed for staff. COGTA to ensure training of SDF's and HR Managers by DCOG as they do arrange suitable training on the GAPSKILL data base.	N/A

KEY CHALLENGES TO BE ADDRESSED	SPECIFIC SUPPORT TO BE PROVIDED	Expected outputs	Support mechanism duration	Performance indicator	Roles and responsibility	KEY CHALLENGES TO BE ADRESSED	SPECIFIC SUPPORT TO BE PROVIDED
C. FINANCIAL MANAGEMENT **7. Financial Management, Viability and Risk Management**							
Debt Management Government Departments not under Ingonyama Trust owe the LM money for rates Some of the debts are very old	COGTA to assist in the development of a debt management plan	All moneys due to the LM are collected in terms of a Debt Managem ent plan	COGTA to assist LM **by end October 2013**	The LM implements an effective debt management plan	LM to cooperate in developing and implementing plan	COGTA: Municipal Finance in consultation with Treasury to conduct assessment of debt profile, assist with development of strategy, support the implementation of debt strategy.	N/A
Revenue Enhancement Strategy The LM does not have a revenue enhancement strategy and relies on grants	Treasury to assist with the development of the revenue enhancement strategy that includes LM initiatives of buying bulk electricity and establishing a municipal traffic office	Revenue enhancem ent strategy developed	Provincial Treasury to develop the strategy by end of Novemb er 2013	Revenue enhancement strategy approved and implemented	The Municipality to collaborate with Provincial Treasury	Treasury to lead process in developing a revenue enhancement strategy. COGTA: Municipal Finance to support Treasury in convening meetings with LM & to assist LM with implementation of strategy.	Treasury & DCOG to monitor
Internal Audit The internal	Treasury to assist with a review of	Internal audit P&P	Treasury to assist	Internal audit P&P approved and	The Municipality to collaborate	COGTA: Municipal Finance to facilitate	Treasury & DCOG to

audit function is outsourced and some irregular expenditure is not picked up Audit committee meeting agendas do not include all important matters	internal audit policy and procedures	developed	with a review of internal audit policy and procedures by end of November 2013	implemented	with Provincial Treasury	arrangement with Provincial Treasury to support LM, track & report	monitor
Financial Risk Management Strategy The LM does not have a financial risk management strategy	Treasury to assist with the development of financial risk management strategy	Financial risk management strategy developed	Provincial Treasury to develop the strategy by end of October 2013	Financial risk management strategy approved and implemented	The Municipality to collaborate with Provincial Treasury	COGTA: Municipal Finance to facilitate arrangement with Treasury to support municipalities, track and report.	Treasury & DCOG to monitor
Clean Audit The Municipality has consecutively received 3 clean audits with matters of emphasis from the Auditor-General. The municipality wishes to	COGTA / Treasury to assist LM to implement clean audit guidelines COGTA to engage Provincial Treasury to include Maphumulo	Clean audit achieved	COGTA / Treasury to assist LM by end of October 2013	Clean audit guidelines implemented	LM to take initiative	COGTA/ Treasury to assist	Treasury to monitor

receive a clean Audit with no matters of emphasis.	Municipality in their training programme.						

KEY CHALLENGES TO BE ADDRESSED	SPECIFIC SUPPORT TO BE PROVIDED	Expected outputs	Support mechanism duration	Performance indicator	Roles and responsibility	KEY CHALLENGES TO BE ADRESSED	SPECIFIC SUPPORT TO BE PROVIDED
D. SERVICE DELIVERY AND INFRASTRUCTURE 8. Human Settlements							
Land Audit LM needs assistance to conduct a Land Audit	Rural development to support the municipality to conduct the land audit Land audit was initiated by Development Planning Unit some time back. Traditional Land Admin. Provided information to service provider appointed on existing land rights in the area to facilitate land audit.	Land audit completed	COGTA: Traditional Affairs to assist	Land issues resolved	LM to cooperate with audit	COGTA to support audit COGTA will assist LM with updated property register data	Department of Rural Development to support and monitor

KEY CHALLENGES TO BE ADDRESSED	SPECIFIC SUPPORT TO BE PROVIDED	Expected outputs	Support mechanism duration	Performance indicator	Roles and responsibility	KEY CHALLENGES TO BE ADRESSED	SPECIFIC SUPPORT TO BE PROVIDED
D. SERVICE DELIVERY AND INFRASTRUCTURE 10. Infrastructure Planning							
Repairs and Maintenance Municipal road construction machinery has been broken for some time Truck has broken down and should be replaced because repair costs are too high They are currently renting trucks	COGTA to assist with R&M strategy	R&M strategy developed	R&M strategy developed	R&M strategy approved and implemented	LM to collaborate with COGTA	Facilitate asset management support through Municipal Finance and / or MISA by November 2012	N/A
IDP IDP projects and other infrastructure development projects are slow to be	COGTA to assist with sourcing funding and development of implementatio	Implementation plans and budgets completed	Funding identified and implementation plans complet	Implementation of IDP and other projects is on track	LM to collaborate with COGTA	Engage with municipality re infrastructure implementation plans (particularly scheduling) and project management	N/A

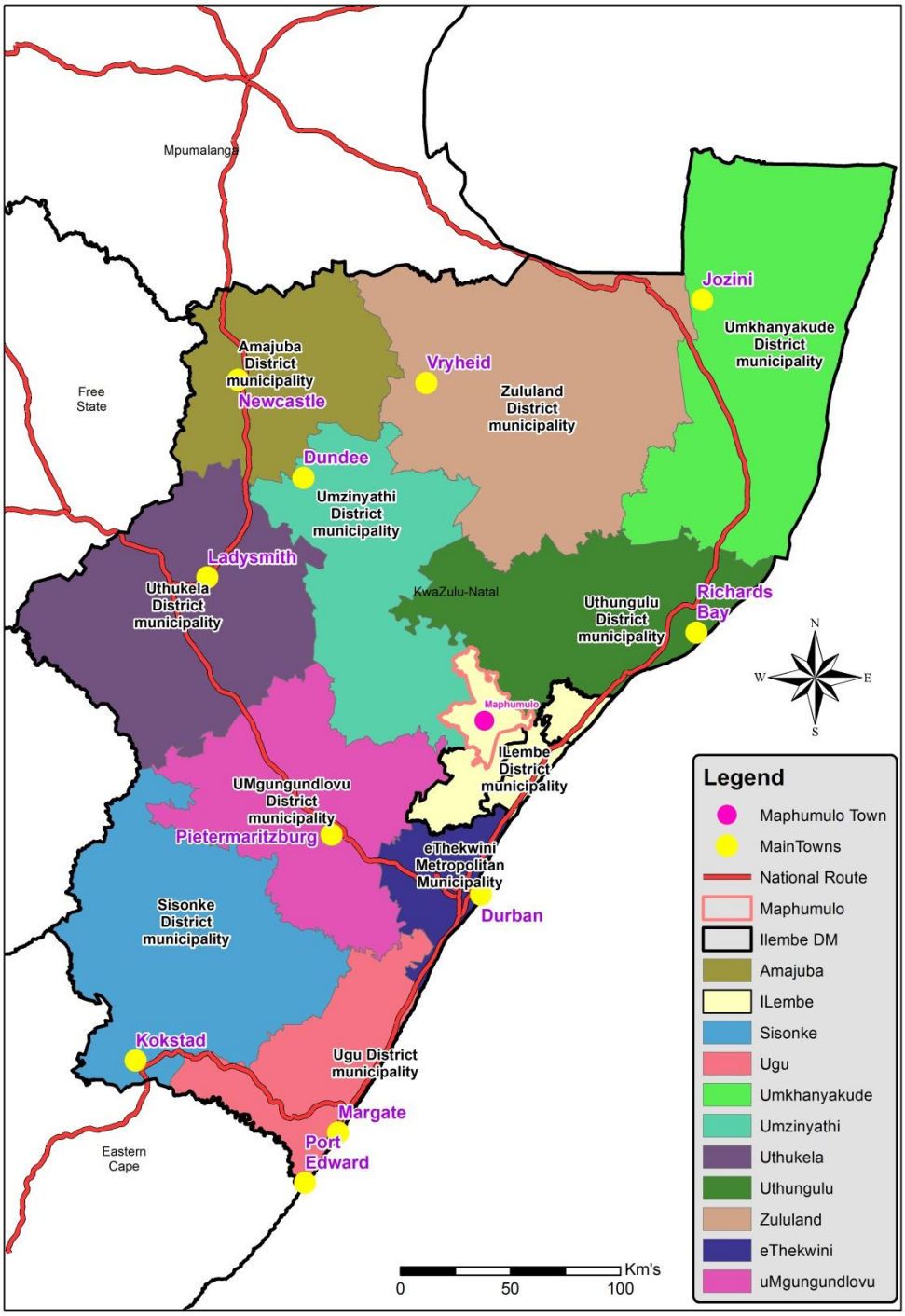
implemented and some are not implemented at all	n plans		ed by end of October 2013			by August 2012. Assist municipality with project prioritization and MIG registration	
Infrastructure and Service Delivery Framework There are serious gaps in the Infrastructure and Service Delivery Framework (no DOT roads, water, and sanitation).	COGTA and relevant sector departments to assist with the development of a comprehensive infrastructure and service delivery framework Addressing of identified gaps in the Comprehensive Infrastructure Development Framework.	A comprehensive infrastructure and service delivery framework	Framework developed by end of October 2013	Developed and adopted infrastructure and service delivery framework	Municipal Manager Manager: Engineering	Support WSA in UAP, taking cognizance of local priorities by March 2013 Establish co-ordinating structure for oversight of MISA support in respect of infrastructure by July 2012 Facilitate functioning of district infrastructure development forum by November 2012 Facilitate engagement with DoT re guidelines on roads issues and classification by August 2012 Facilitate participation of sector Departments in IDP processes through COGTA IDP	

						unit by October 2012.	
Repairs and Maintenance Municipal road construction machinery has been broken for some time Truck has broken down and should be replaced because repair costs are too high They are currently renting trucks	COGTA to assist with R&M strategy	R&M strategy developed	R&M strategy developed	R&M strategy approved and implemented	LM to collaborate with COGTA	Facilitate asset management support through Municipal Finance and / or MISA by November 2012	N/A
Electricity Access to electricity is problematic due to lack of proper electricity plan. An additional 1200 households with	Eskom will plan according to the Municipality priority list in the IDP COGTA to facilitate the appointment of a task team to look into the challenges	Eskom will provide plan Electricity infrastructure and planning needs addressed Increased Capacity to	COGTA to liaise with DTI and DME for formation of task team by end of October 2013	Project Plan Increased Developments Electricity infrastructure needs analysed Increase in capacity	Prioritisation done via the Municipality IDP The LM to assist the task team Provide assistance with Environmental Issues. Safe guarding	Facilitate meeting and presentation of electricity plans by Dept. Energy and Eskom by November 2012 COGTA to provide integration between Municipality and Traditional Leadership	DCoG to assist with liaison with DME and DTI and Treasury for funding Eskom will supply plans

electricity in Maphumulo and a priority electrification list developed for the 2012/2013 financial year. ESKOM to upgrade Mt. Elias and Glendale substations to cater for additional Maphumulo households currently without access to electricity.	being faced Task team to be comprised of Department of Energy and Department of Trade and Industry and the LM Upgrades are currently taking place The task team to carry out an in-depth analysis of current infrastructure and develop 5 – 10 year projections of need and the maintenance of the infrastructure	cater for additional households			Infrastructure structures e.g. poles		Accelerate Developments

KEY CHALLENGES TO BE ADDRESSED	SPECIFIC SUPPORT TO BE PROVIDED	Expected outputs	Support mechanism duration	Performance indicator	Roles and responsibility	KEY CHALLENGES TO BE ADRESSED	SPECIFIC SUPPORT TO BE PROVIDED
E FINANCIAL STABILITY **11 Development and Economy: LED and Strategy**							
Environmental Management Strategy The LM does not have an environmental management strategy	Environmental Affairs to assist with the development of an environmental management strategy	Environmental management strategy developed	EA to develop the strategy by end of October 2013	Environmental management strategy approved and implemented	The Municipality to collaborate with EA	EA to initiate the development of the strategy	EA & DCOG to monitor
Tourism Strategy Development of Tourism Strategy in consultation with Tourism KZN. There is acute neglect of Maphumulo's status as a gateway to the King Shaka and Inkosi Bhambatha	COGTA and TIKZN to assist with the development of the tourism strategy	Tourism strategy developed	TIKZN to develop the strategy by end of November 2013	Tourism strategy approved and implemented	The Municipality to collaborate with TIKZN	TIKZN to initiate the review	N/A

Tourism routes							


Mpumalanga
Free State
Eastern Cape
KwaZulu-Natal
Jozini
Umkhanyakude District municipality
Amajuba District municipality
Newcastle
Vryheid
Zululand District municipality
Dundee
Umzinyathi District municipality
Ladysmith
Uthukela District municipality
Uthungulu District municipality
Richards Bay
Maphumulo
ILembe District municipality
UMgungundlovu District municipality
Pietermaritzburg
eThekwini Metropolitan Municipality
Durban
Sisonke District municipality
Kokstad
Ugu District municipality
Margate
Port Edward
N
W
E
S
Km's
0
50
100
Legend
Maphumulo Town
MainTowns
National Route
Maphumulo
Ilembe DM
Amajuba
ILembe
Sisonke
Ugu
Umkhanyakude
Umzinyathi
Uthukela
Uthungulu
Zululand
eThekwini
uMgungundlovu

3.1 SPATIAL ANALYSIS

The Maphumulo Municipality forms part of the iLembe District Municipality area (DC29) which lies on the east coast of KwaZulu-Natal, between the eThekwini Metro to the south and uThungulu District in the North. At 3260km², this is the smallest of the 10 KZN District municipalities.

3.2 SPATIAL TRENDS

3.2.1 IMBALANCES OF THE PAST

There are numerous factors that influence where and how people settle and organise themselves in space. The following structuring elements impact directly on the formation and development of settlements in South Africa:

- Environmental factors such as resources, climate, landforms (topography), and water features i.e. agriculture, availability of minerals and metals, and rivers.
- Spatial characteristics and location of, for example the distance between activities, i.e. where people stay and where they work.
- Other factors including cultural factors, economies of scale, political and socio-economic systems.

Post-1994 spatial planning policies have not addressed the spatial geography of apartheid. Low-cost houses were built far from economic centres, something which has continued to impose a burden on the poor who travel long distances in order to access economic and other opportunities that urban areas offer.

The spatial structure of the Maphumulo Municipality reflects a relatively high level of spatial fragmentation and land use separation originating from the unfortunate apartheid past. Notwithstanding the recent development of Maphumulo Town Centre, the rest of the municipal area remains separated from economic activities.

However, the Maphumulo municipality has made progress in an attempt to redress the imbalances of apartheid spatial planning through the provision of basic services such as clinics, water, sanitation, housing, formalisation of the town centre and new municipal offices.

3.2.2 ADMINISTRATION OF LAND AND SPATIAL PLANNING

Most land in Maphumulo Municipality is located on Ingonyama Trust land. With the exception of high level spatial development frameworks and the associated IDPs, the area has received very limited spatial planning. Two more planning processes have been finalised in the form of the scheme covering the Town Centre and the Area Based Plan for Ntunjambili. The principal challenge facing Ingonyama Trust land in most municipalities is that there has been no form of geospatial planning that talks to reality on the ground due to lack of cadastral data in many of these areas. Decisions of a spatial nature are taken by the traditional council through established local systems and procedures. These decisions form part of communal memory as there is no geo-referencing system. This occurs within a context where the municipality has a responsibility for wall-to-wall spatial planning within its area of jurisdiction. Utilising the existing spatial, more can be done to improve the work of traditional leaders in this

regard and ensure that the future land administration including allocation in rural settlements is in line with the general planning and service delivery programmes of the Maphumulo Municipality.

3.2.3. RURAL SETTLEMENT PATTERNS AND SUSTAINABILITY

The National Development Plan, NDP of 2011 has outlined the creation of sustainable human settlements as one of the main objectives, although this is driven mainly from the housing delivery perspective, it has serious implications for resource utilisation, delivery of services and improvement to the citizen's quality of life generally.

The current spread of rural settlements and households therein, renders service delivery inefficient and has a potential to undermine future sustainability of these settlements. Some households have encroached onto agricultural lands, while overgrazing has become a common occurrence thus reducing the amount of land available for food production.

3.3 SETTLEMENT PATTERNS

3.3.1 RURAL RESIDENTIAL

The predominant residential land use type in the area is characterised as "rural-residential" in nature. Agricultural activities serve to supplement residents' diets, coupled with an associated subsistence livelihood for a considerable proportion of the rural contingent. There are however a few pockets of land that are used for commercial sugar cane farming. The homesteads are more often traditional homesteads, accommodating those working in urban areas that commute daily, weekly or monthly back and forth is unlikely that this situation will change in the near future, but should be monitored in terms of preventing livestock and development in ecologically and environmentally sensitive areas.

3.3.2 EXPANSIVE RURAL SETTLEMENT

There are 11 Traditional Council areas, with varying population densities and the majority being located within Mkhonto followed by Qwabe-Mthandeni, the least being within Mpungose area.

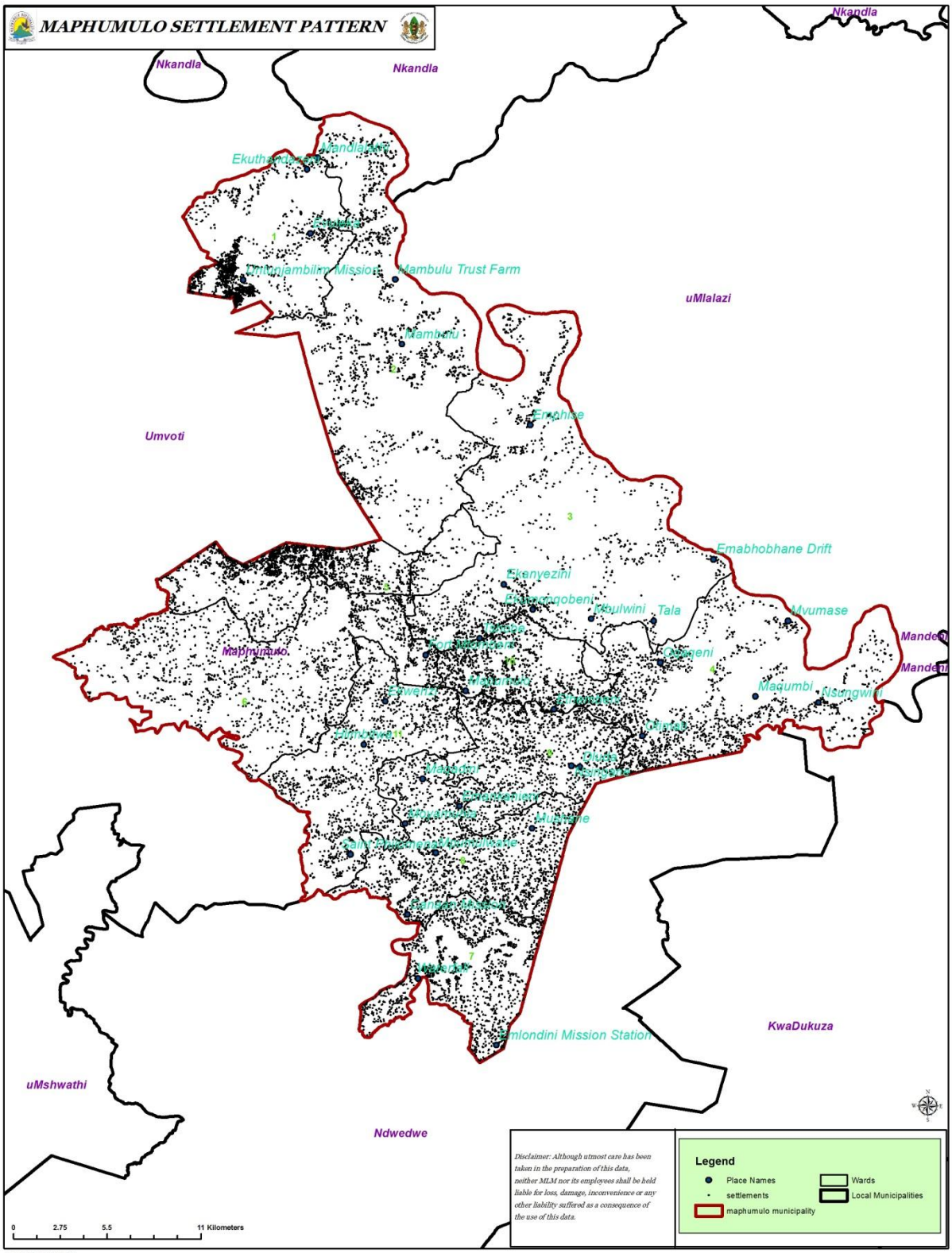
The current settlement structure within the subject municipality makes it difficult to provide service in an efficient and effective manner. Furthermore, Maphumulo municipality consists of an even and undulating topography, which further puts more strain on the limited resources the municipality has in terms of providing service to local residents etc.

The Maphumulo Municipality reflects the spatial planning of the apartheid past in its settlement patterns. This continues to undermine the efforts of working towards equitable and integrated development. The impact of separate development and apartheid policies on settlement can broadly be categorised as follows:

- Separation between different types of settlements with a clear rural-urban separation.
- Conservation areas which are poorly integrated into the surrounding settlements

- Emerging peri-urban settlements with relatively high densities. The majority of these abuts onto the existing Maphumulo and Ntunjambili nodal settlements and reflects a degree of urbanisation in the areas.

Despite this, settlements form a continuum from planned urban areas with orderly development to rural settlements that have emerged and developed within the context of traditional settlement and leadership. Issues facing each of these areas differ significantly suggesting a need for the formulation of flexible strategies that facilitate spatial integration and transformation of settlement into sustainable human settlements.

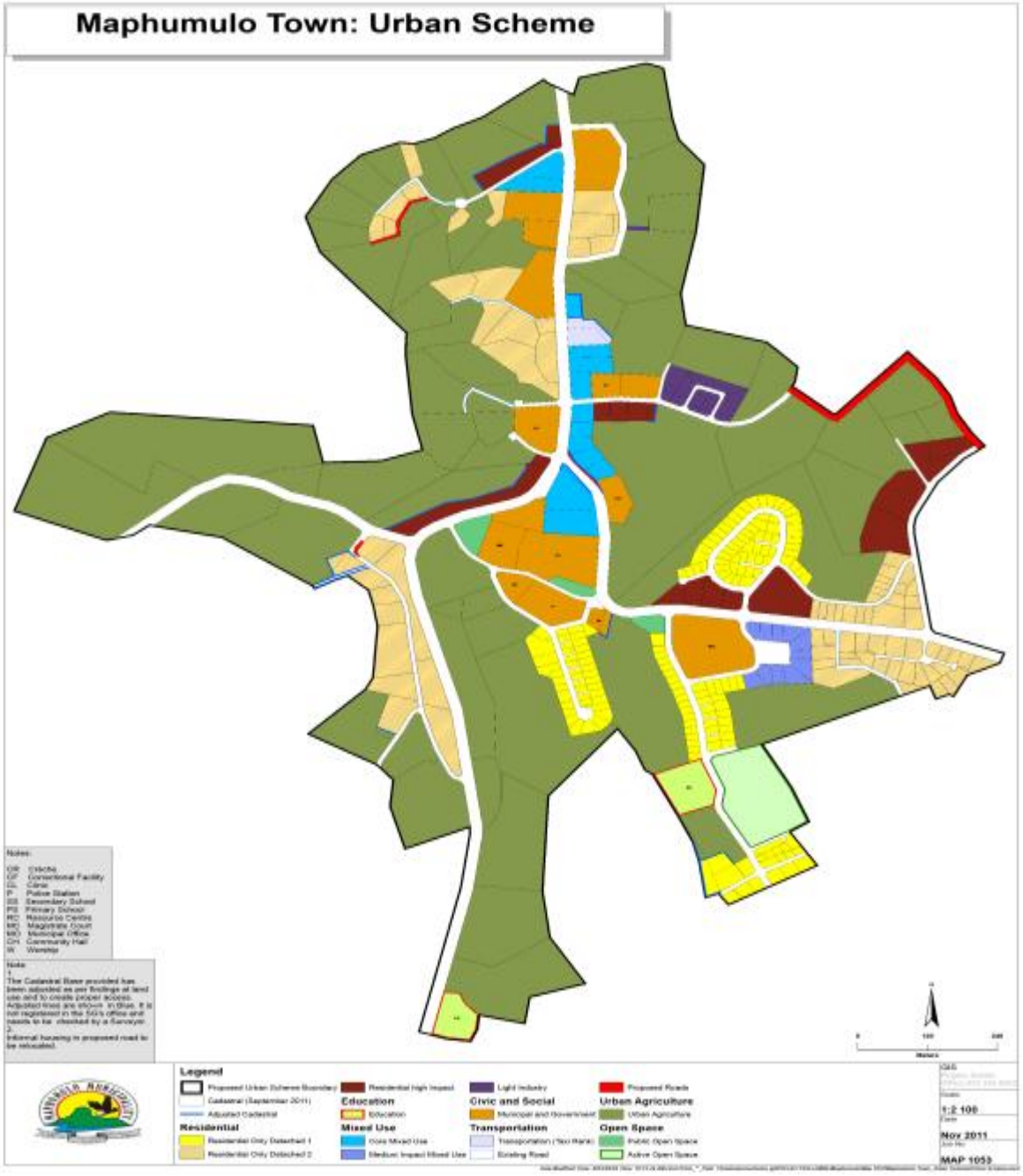

MAPHUMULO SETTLEMENT PATTERN
Nkandla
Nkandla
Nkandla
Ekuthandeni
Mandlakazi
Mambulu Trust Farm
uMlalazi
Mambulu
Umvoti
Emahise
Emabhobhane Drift
Ekenyezini
Mvumase
Tala
Maphumulo
Maqumbi
Ntungwini
Mandeni
Mandeni
Mlondini Mission Station
KwaDukuza
uMshwathi
Ndwedwe
Disclaimer: Although utmost care has been taken in the preparation of this data, neither MLM nor its employees shall be held liable for loss, damage, inconvenience or any other liability suffered as a consequence of the use of this data.
Legend
Place Names
settlements
maphumulo municipality
Wards
Local Municipalities
0
2.75
5.5
11 Kilometers
SETTLEMENT PATTERN MAP

3.3.2.1 MAPHUMULO TOWN

In terms of the SDF, Maphumulo Town has been identified as a primary node. As such, it is expected to play a major role in terms of providing high order services and facilities to local residents. Furthermore, in view of the anticipated level of development a Town Planning Scheme was established and adopted in 2012. The purpose of the Town Planning Scheme is to regulate development.

The scheme seeks to ensure that development unfold in an integrated, holistic and sustainable manner.

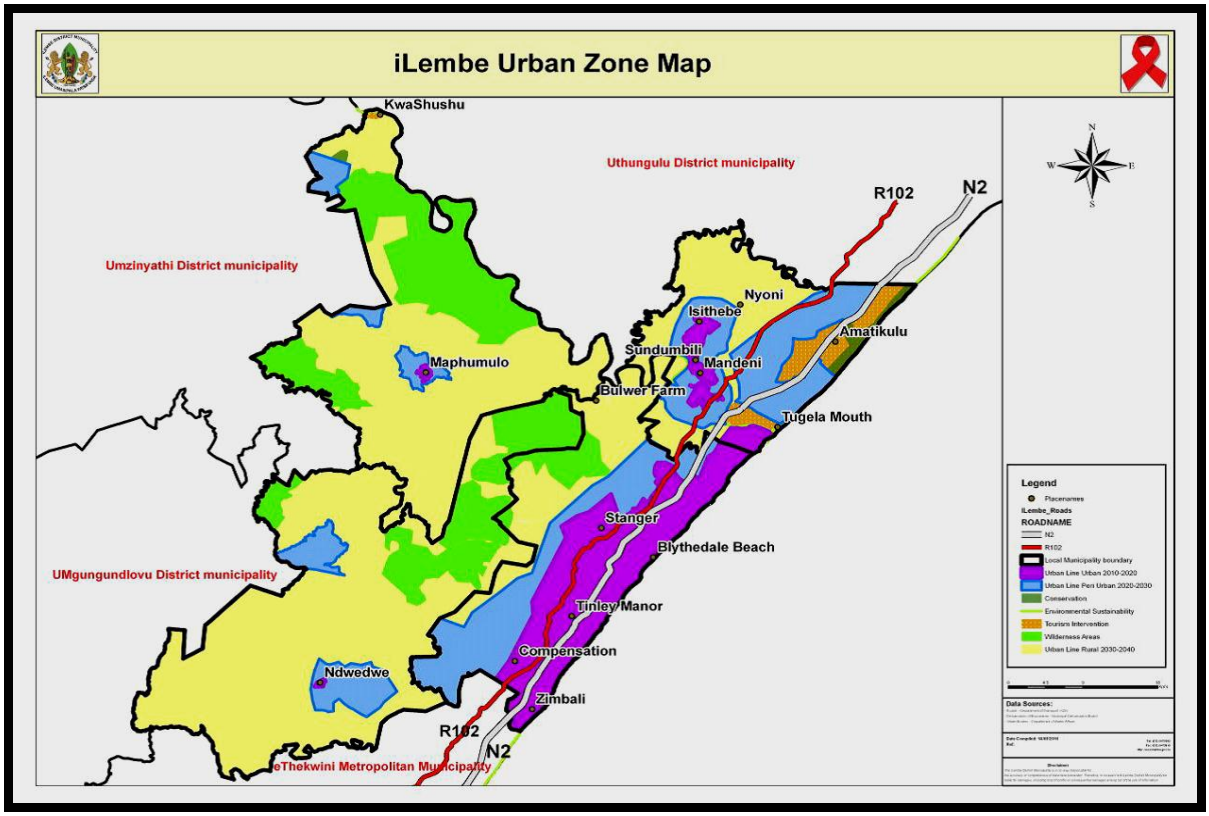
Approximately 173 sites are zoned for residential purpose all sites consist of detached houses (which means a single site within a single house). Residential sites have consumed approximately 7.9 hectares of the Maphumulo Town, and in terms of their spatial distribution.



3.4 URBAN EDGE

The establishment and use of the urban development lines in the iLembe District Municipality is viewed as a planning response to the growing demand for residential development in the areas and the associated bulk infrastructure that is required. As a consequence of the urban land market, residential development both upmarket and low income housing is being settled in peripheral areas of the region, that make the cost of bulk supply challenging. This has been achieved through the establishment of an urban boundary or urban development lines. The urban development lines have three proposed development phasing periods in ten year periods. The urban line is 2010-2020, peri-urban line 2020-2030 and rural has 2030-2040. The time-frame of ten years was selected as development planning monitors settlement growth in ten year periods. In addition major development approvals are realized between a 5-10 year periods. The concept and development of this planning tool was done in consultation with all Local Municipalities within the region and iLembe Technical Services Department. Local municipalities will then refine the concept to their specific context. The urban development line is not an attempt to limit development opportunities that may fall outside the urban line 2010-2020. The urban development lines attempt to provide a spatial argument for the efficient delivery of infrastructural services as well as protect those areas that potentially have high value agricultural land to ensure that the region is able to provide long term food security for itself and the neighbouring regions.

The urban development line is the approved general plan of the Maphumulo town. The peri-urban line of the Maphumulo Local Municipality is the desired future growth of municipality, which moves from a North West direction to an easterly direction along the main road. The other peri-urban areas within this municipality have established settlements that are growing which are anticipated to densify over the next 20-30 year period. The remainder of the municipality is the rural zone which contains significant portions of environmentally important grasslands and bio-diversity. There is also a tourism intervention zone at KwaShushu as this area has been identified by the local municipality as a tourism investment area.



3.4.1. RATIONALE FOR THE URBAN DEVELOPMENT LINES

The rationale for the urban development lines in the Region is to encourage:

- The protection of high potential agricultural land through the containment of urban development;
- The creation of efficient urban and rural spaces that provide spatial lifestyle choices for residents in and to the Region;
- The efficient and sustainable supply of bulk water and sanitation that addresses both backlogs as well as front logs.

3.5 KEY FINDINGS ON SPATIAL TRENDS

- The Maphumulo Town was gazetted in September 2012 and has adopted a Town Planning Scheme primarily for the Town Centre.
- Maphumulo is an emerging village with nodal functionality as the principal administrative and service centre for the surrounding rural communities;
- There are four secondary nodes in the Municipality namely; Ntunjambili, KwaMxhosa, Maqumbi and Khabane;
- There are five tertiary nodes within the municipality namely; Nhlanomfula; Mphise; Oqaqeni; Moyamuhle; and Hhosi;
- Household types in the municipal area comprise of largely traditional rural dwelling units;

- Residents of Maphumulo have limited accessibility to health care facilities and services. However, the Municipality together with the Department of Health are working towards reversing the situation;
- Sugar-cane cultivation is the predominant economic activity and land use in the municipality. ILembe DM has initiated a number of agriculture projects for the community;
- Maphumulo possesses many natural and cultural assets, which can be exploited to build up the Municipality's attractiveness to visitors;
- Government services are the largest contributor to the local economy.

3.6 ENVIRONMENTAL SCANNING

Maphumulo Municipality is dominated by agricultural practices in the form of sugarcane farming comprising over 84% of the total land area. Urban related development within the Municipality consists of both formal and informal land uses which constitute less than 5% of the total land area. The remaining land portions comprise a range of underdeveloped patterns, with recognized ecological or environmental resources. These environments are, however, under threat from a variety of human related activities.

3.6.1 BIODIVERSITY

There are three types of biomes located within the Maphumulo Municipality, namely; the Grassland, Indian Ocean Coastal Belt and Savanna. Vegetation types include; the Eastern Valley Bushveld, KwaZulu-Natal Coastal Belt, KwaZulu-Natal Hinterland Thornveld, KwaZulu-Natal Sandstone Sourveld, Midlands Mistbelt Grassland, Ngongoni Veld and Scarp Forest.
Even though there are efforts made by different stakeholders to manage biodiversity within the Municipality, there are still challenges associated with a number of human activities; such as the following:

a) Uncontrolled human settlement and ribbon development transform the natural vegetation;
b) Overgrazing threatens natural vegetation integrity;
c) There is the potential to develop ecotourism ventures;
d) Alien invader plants infestation is transforming natural vegetation
e) There is no formal and appropriate protection of natural resources.
f) Lack of biodiversity information within tribal areas.

3.6.2 RIVERS AND WETLANDS

There are four rivers located within the Municipality; uMvoti, uThukela, Hlimbithwa, and Imvutshane. uMvoti is affected by a number of activities, such as, sand mining, construction of water treatment works and farming. A dam has been proposed at iMvutshana River as part of the Maphumulo/KwaDukuza Sub Regional Water Scheme and uThukela River is affected regularly, by the water abstraction and agricultural activities.

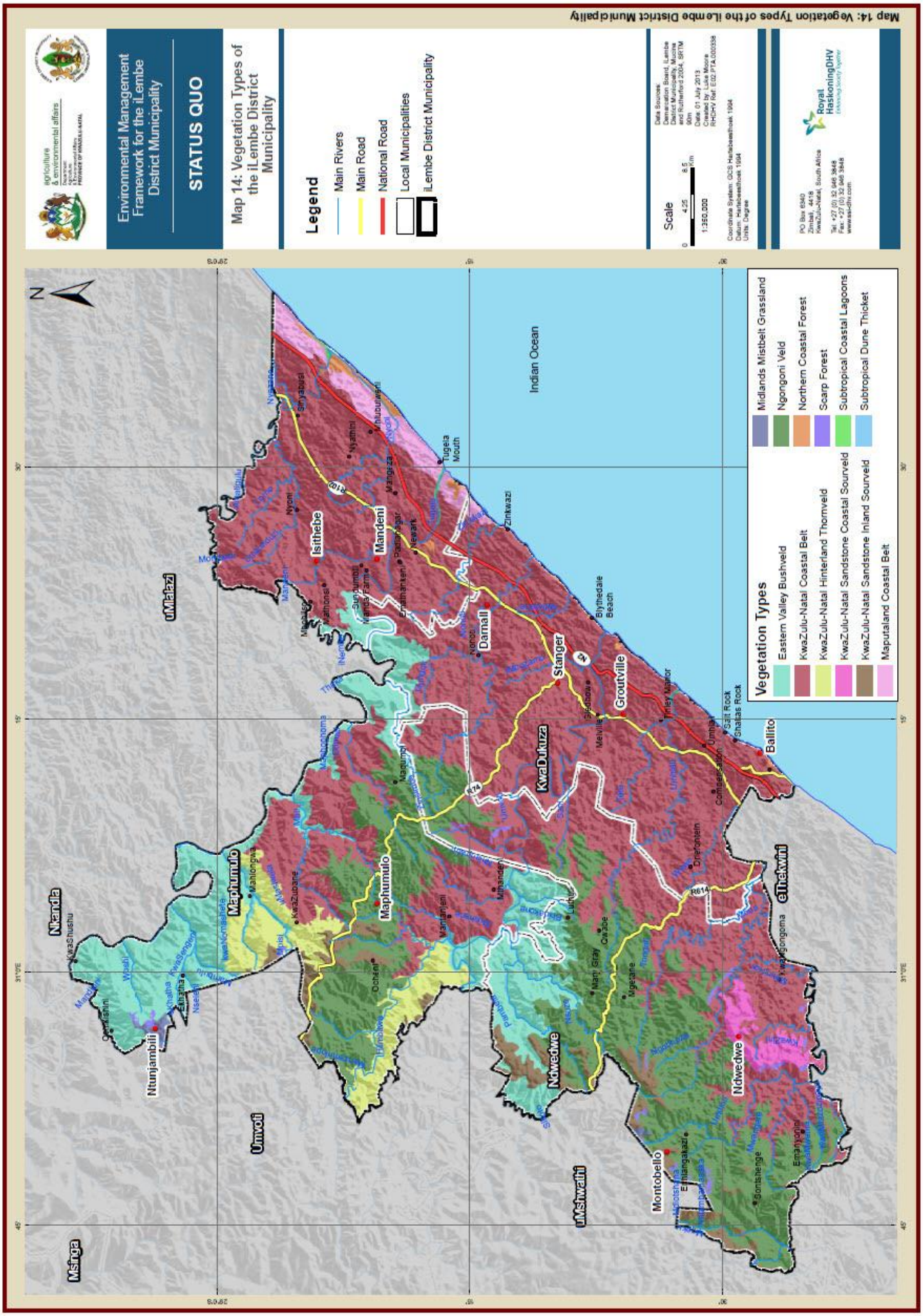
3.6.3 STEWARDSHIP ZONES

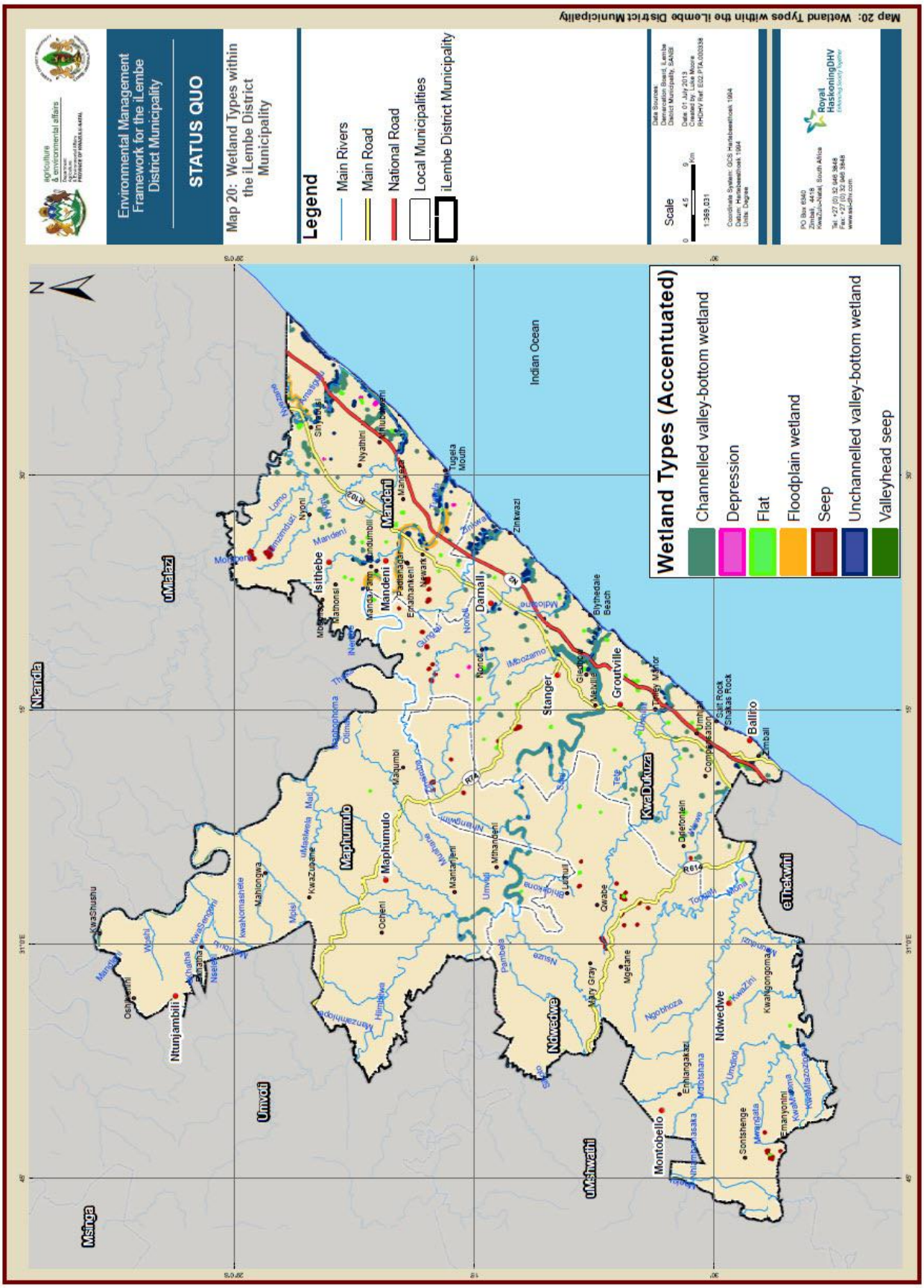
The iLembe Environmental Management Framework has identified a number of areas within Maphumulo that exemplify a conservation value. The intention is to encourage the community to enter into nature conservation agreements with Ezemvelo KZN Wildlife who are the custodians of the Stewardship program. Areas are located in wards, 1, 3 4, 5, and 6.

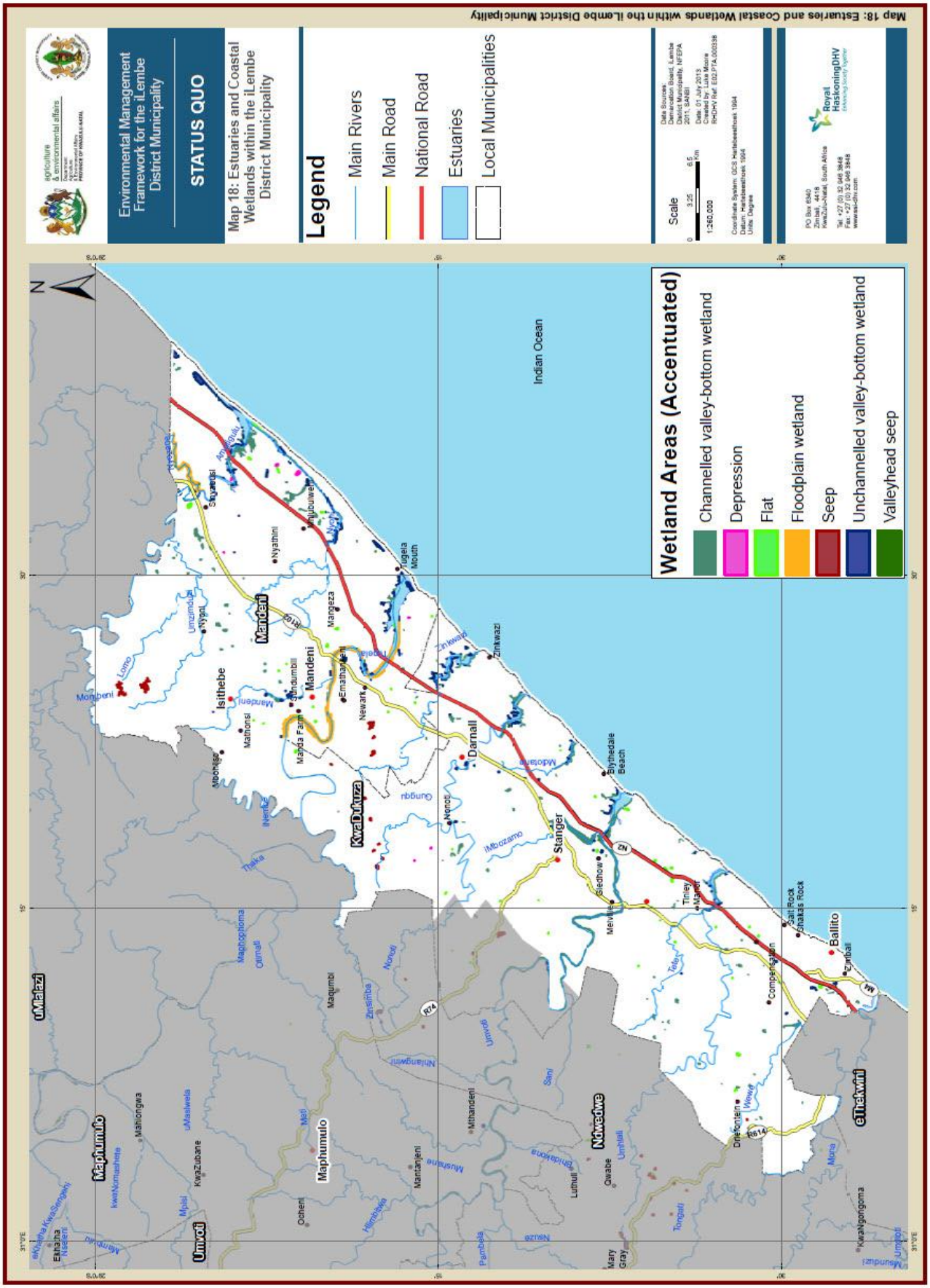
3.6.4 ECOSYSTEMS

The National Protected Areas Expansion Strategy (NPAES) has been developed to encourage management of ecosystems with a National target of 50% contribution by 2020. Protected areas refer to a mechanism for conserving all significant biodiversity which includes ecosystems and species. Various areas has been identified within Maphumulo which can be earmarked and used for conservation,

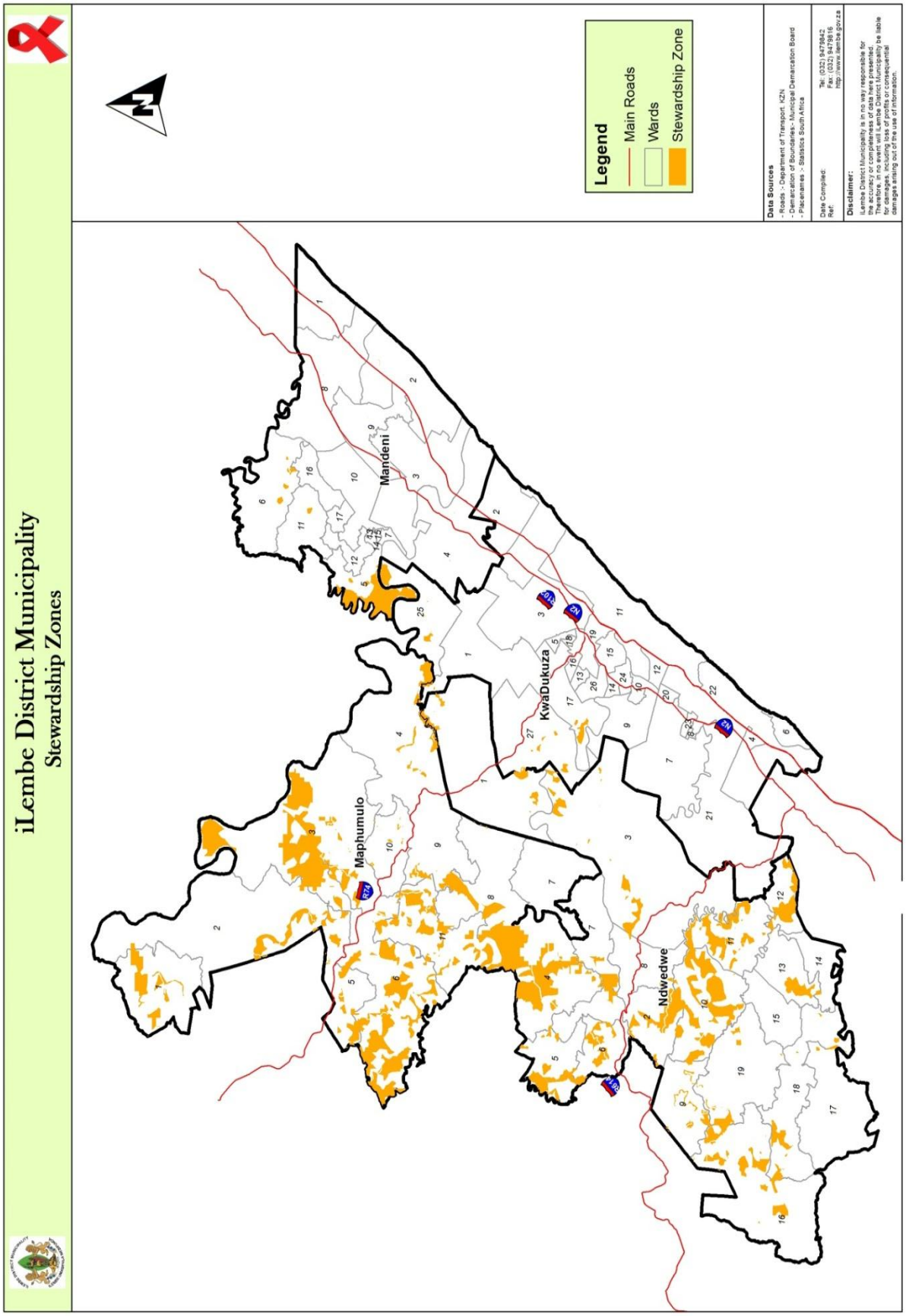
+


agriculture & environmental affairs
Environmental Management Framework for the iLembe District Municipality
STATUS QUO
Map 14: Vegetation Types of the iLembe District Municipality
Legend
Main Rivers
Main Road
National Road
Local Municipalities
iLembe District Municipality
Scale
0 4.25 8.5 17 km
1:350,000
Data Sources:
Demarcation Board, iLembe District Municipality, Mucina and Rutherford 2004, SRTM 90m
Date: 01 July 2013
Compiled by: Lisa Moore
RHDHV Ref: E02.PTA.000338
Coordinate System: GCS Hartebeesthoek 1994
Datum: Hartebeesthoek 1994
Units: Degree
Royal HaskoningDHV
PO Box 6340
Zinkali, 4418
KwaZulu-Natal, South Africa
Tel: +27 (0) 32 946 3848
Fax: +27 (0) 32 946 3848
www.rhdhv.com
Map 14: Vegetation Types of the iLembe District Municipality
N
Indian Ocean
Vegetation Types
Eastern Valley Bushveld
KwaZulu-Natal Coastal Belt
KwaZulu-Natal Hinterland Thornveld
KwaZulu-Natal Sandstone Coastal Sourveld
KwaZulu-Natal Sandstone Inland Sourveld
Maputaland Coastal Belt
Midlands Mistbelt Grassland
Ngongoni Veld
Northern Coastal Forest
Scarp Forest
Subtropical Coastal Lagoons
Subtropical Dune Thicket
Msinga
Ntunjambili
Nkandla
Umvoti
uMlazi
Maphumulo
Isithebe
Mandeni
Darnall
Stanger
Groutville
KwaDukuza
Ndwedwe
uMshwathi
Montobello
eThekwini
Ballito
Tugela Mouth
Zinkwazi
Blythedale Beach
Salt Rock
Shakas Rock
Umhlali
Tinley Manor
Dredgeheim
Nonoti
Nyoni
Nyamini
Mangeza
Newark
Papwagar
Emahanseni
Mahlomnyane
Mahlongwa
Ocwebi
Mahanjeni
Mahlabeni
Mbongoma
Mary Gray
Qwabe
Ngcane
Lubhe
Mbongoma
Emaiyongo
Emhlangakazi
Sontshenge
Mpofana
Mbongoma
Mbongoma
Mbongoma


agriculture & environmental affairs
Environmental Management Framework for the iLembe District Municipality
STATUS QUO
Map 20: Wetland Types within the iLembe District Municipality
Legend
Main Rivers
Main Road
National Road
Local Municipalities
iLembe District Municipality
Scale
1:369,031
Data Sources:
Demarcation Board, iLembe District Municipality, SANBI
Date: 01 July 2013
Created by: Luke Moore
RHDHV Ref: E02.PTA.000038
Coordinate System: GCS Hartebeesthoek 1994
Datum: Hartebeesthoek 1994
Units: Degree
PO Box 6340
Zimbali, 4418
KwaZulu-Natal, South Africa
Tel: +27 (0) 32 946 3948
Fax: +27 (0) 32 946 3948
www.sai-dhv.com
Royal HaskoningDHV
Wetland Types (Accentuated)
Channelled valley-bottom wetland
Depression
Flat
Floodplain wetland
Seep
Unchannelled valley-bottom wetland
Valleyhead seep
Indian Ocean
Msinga
Nkandla
uMlazi
Umvoti
Maphumulo
Ndwedwe
uMshwathi
KwaDukuza
eThekwini
Ntunjambili
Isithebe
Mandeni
Darnall
Stanger
Groutville
Ballito
Montobello
Ndwedwe
Tugela Mouth
Blythedale Beach
Zinkwazi
Nyathini
Sinhenji
Nyoni
Mangeza
Maphumulo
Ocheni
Mahlongwa
KwaZugane
Mthandeni
Umwoji
Gwabe
Mary Gray
Mgeliane
Ngobhoza
Enhlangakazi
Sontshenge
Emanyonini
Kwakhanyama
KwaMbozamo
Nonoti
Ndlozana
Mdlozamo
Gunglar
Zinkwazi
Tugela
Umhlali
Tata
Umhlali
Umvoti
Umhlali
Tongati
Mona
Izinqoleni
Kwakhongoma
Umdoti
Umhlali
Umhlali
Umhlali



Map 18: Estuaries and Coastal Wetlands within the iLembe District Municipality


iLembe District Municipality
Stewardship Zones
Mandeni
KwaDukuza
Maphumulo
Ndwedwe
Legend
Main Roads
Wards
Stewardship Zone
Data Sources
- Roads : Department of Transport, KZN
- Demarcation of Boundaries : Municipal Demarcation Board
- Placenames : Statistics South Africa
Date Compiled:
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Fax: (032) 9479816
http://www.ilembe.gov.za
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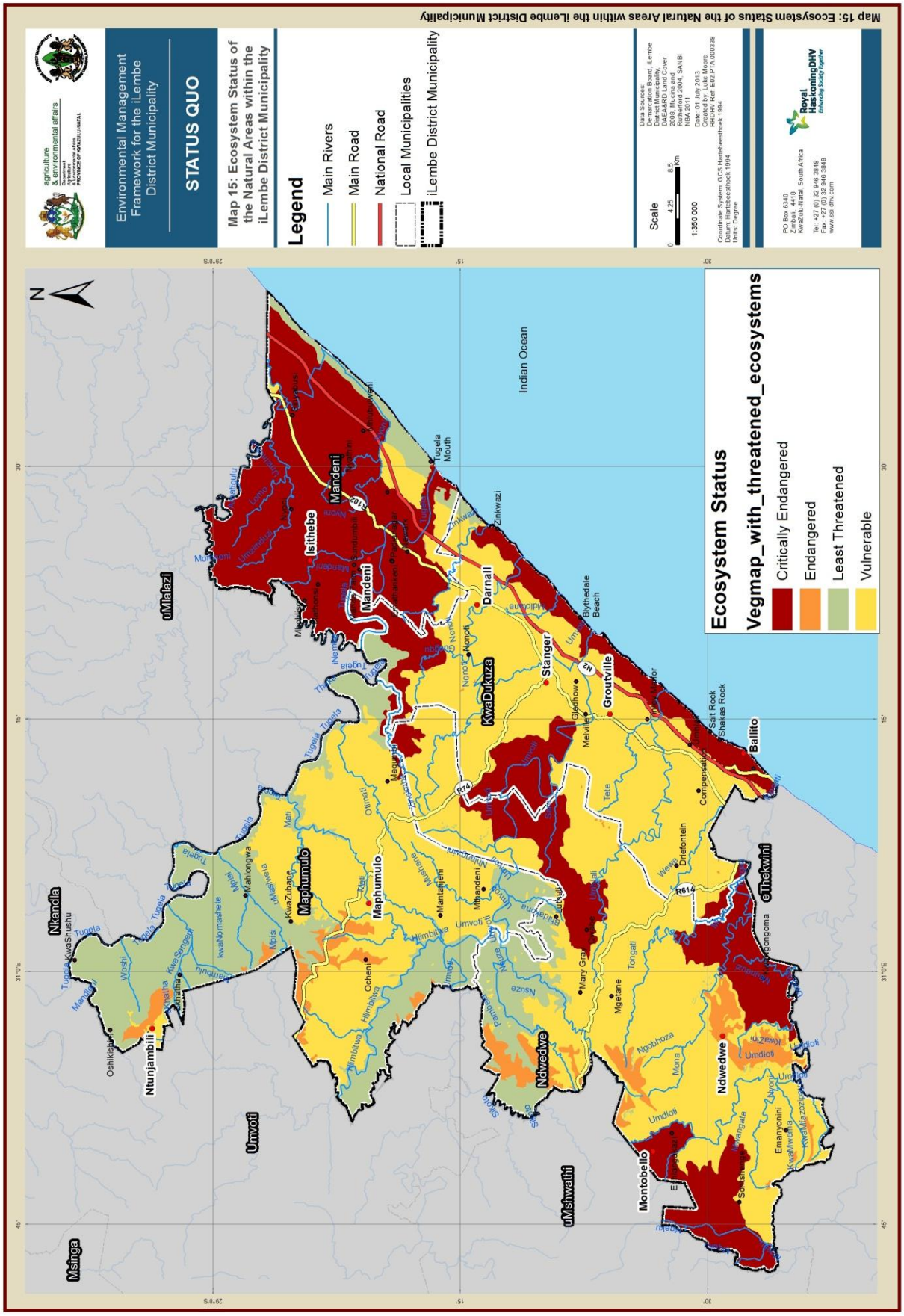
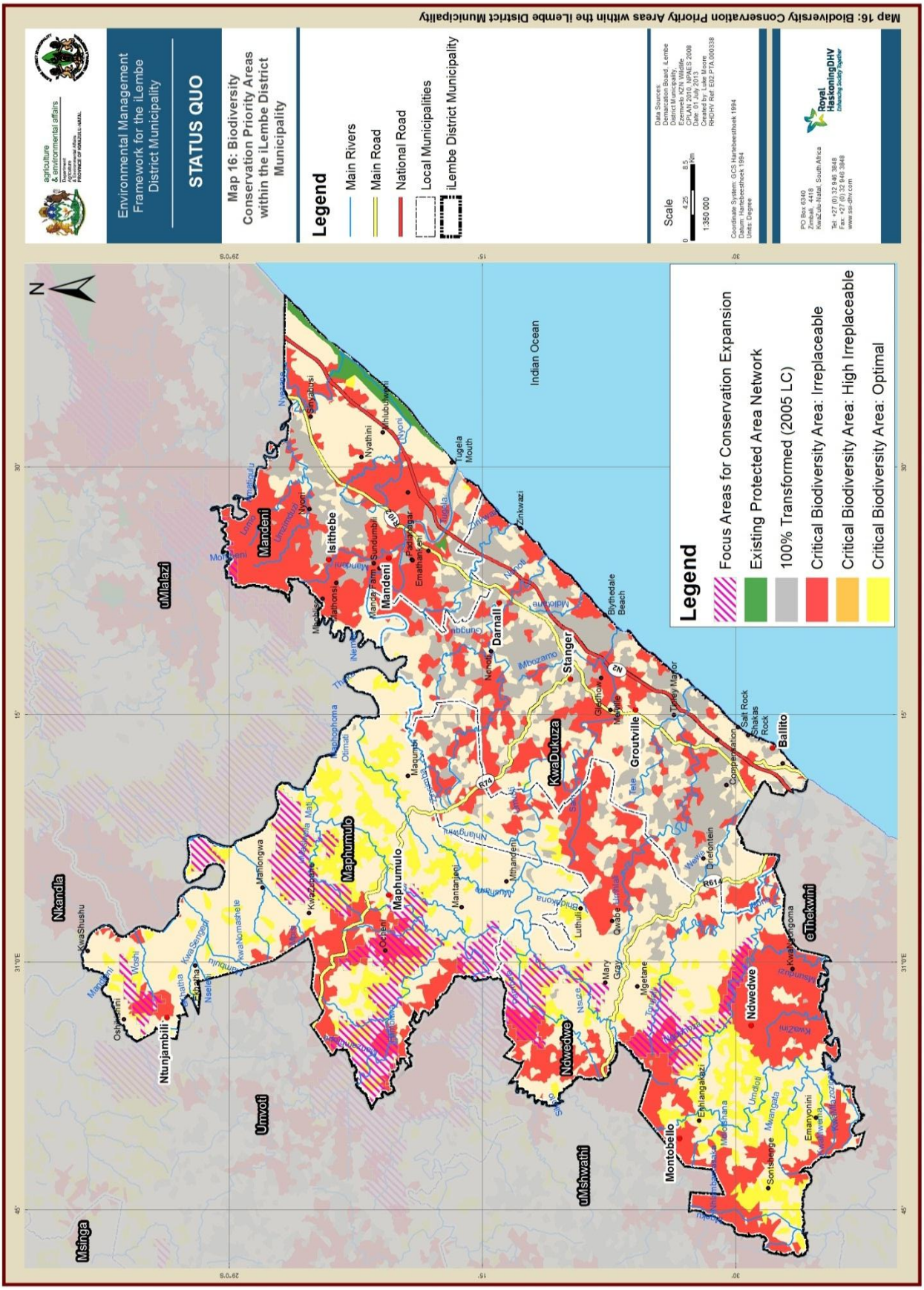

agriculture & environmental affairs
Department: Agriculture and Environmental Affairs, PROVINCE OF KWAZULU-NATAL
Environmental Management Framework for the iLembe District Municipality
STATUS QUO
Map 15: Ecosystem Status of the Natural Areas within the iLembe District Municipality
Legend
Main Rivers
Main Road
National Road
Local Municipalities
iLembe District Municipality
Scale
0 4.25 8.5 Km
1:350 000
Data Sources:
Department of Agriculture, iLembe District Municipality, DAEA&RD Land Cover 2008, Municipal Boundaries Rutherford 2004, SANBI NBA 2011
Date: 01 July 2013
Created by: Luke Moore
Contact Ref: EIZ.FTA.0000338
Coordinate System: GCS Hartebeesthoek 1994
Datum: Hartebeesthoek 1994
Units: Degree
Royal HaskoningDHV
Enhancing Society together
PO Box 6340
Zimbali, 4418
KwaZulu-Natal, South Africa
Tel: +27 (0) 32 946 3848
Fax: +27 (0) 32 946 3848
www.ss-dhv.com
Ecosystem Status
Vegmap_with_threatened_ecosystems
Critically Endangered
Endangered
Least Threatened
Vulnerable
Indian Ocean
Msinga
Nkandla
uMfolozi
Umvoti
uMshwathi
Ndwedwe
eThekwini
Maphumulo
KwaDukuza
Mandeni
Isithebe
Ntunjambili
Montobello
Tugela Mouth
Darnall
Stanger
Groutville
Ballito
Salt Rock
Shakas Rock
Blythedale Beach
Zinkwazi
Nonoti
Gingindlovu
Melville
Glidrow
Mary Gray
Ndwedwe
Emanyonini
Oshikeni
Ochcni
Mhlanbeni
Mtandeni
Compensation
Dunefontein
Tugela
Umvoti
Umdloti
Mona
Ngobhoza
Tongati
Mgelane
Tete
Nsuze
Mlazi
Mata
Mahlongwa
Mbali
Kwa Zubane
Kwa Senge
Kwa Nomashele
Kwa Mbulu
Kwa Shusnu
Zinaha
Woshi
Mangi
Mbali
Mtwalume
Mtamvuna
Mtamzeni
Umzimkulu
Umzimvubu
Nyoni
Nonoti
Gingindlovu
Mdlotane
Zinkwazi


agriculture & environmental affairs
Environmental Management Framework for the iLembe District Municipality
STATUS QUO
Map 16: Biodiversity Conservation Priority Areas within the iLembe District Municipality
Legend
Main Rivers
Main Road
National Road
Local Municipalities
iLembe District Municipality
Scale
0 4.25 8.5 km
1:350 000
Data Sources:
Ezemvelo KZN Wildlife
CPLAN 2010, NPAES 2008
Date: 4 April 2011
Created by: Luke Moore
RHDHV Ref: E02.PTA.000338
Coordinate System: GCS Hartebeesthoek 1994
Datum: Hartebeesthoek 1994
Units: Degree
Royal HaskoningDHV
PO Box 6340
Durban, 4418
KwaZulu-Natal South Africa
Tel: +27 (0) 32 946 3846
Fax: +27 (0) 32 946 3846
www.ssi-dhv.com
Map 16: Biodiversity Conservation Priority Areas within the iLembe Distrct Municipality
Indian Ocean
Focus Areas for Conservation Expansion
Existing Protected Area Network
100% Transformed (2005 LC)
Critical Biodiversity Area: Irreplaceable
Critical Biodiversity Area: High Irreplaceable
Critical Biodiversity Area: Optimal
Mandeni
Isithebe
Darnall
Stanger
Groutville
KwaDukuza
Maphumulo
Ndwedwe
eThekwini
uMshwathi
Umvoti
uMlazi
Msinga
Nkandla
Ntunjambili
Montobello
Blythedale Beach
Salt Rock
Shakas Rock
Ballito
Tugela Mouth
Nyathini
Sundumbili
Zinkwazi
Compensation
Driefontein
Tayley Manor
Mary Gray
Luthuli
Macumbi
Mantanjeni
Mthandeni
Nonoti
Mandeni
Manda Farm
Emathaneni
Fasitangani
Nyoni
Umzimkulu
Mdlotane
Mbozamo
Nhlangwini
Mtwalume
Umdloti
Umhlali
Tele
Qwabe
Umhlali
Mgetane
Ezinhlangakazi
Emanyonini
Sonisbenge
Umdlozi
Mwangata
Umhlali
Nsuze
Mtwalume
Umzimkhulu
Umzimkhulu
Nyoni
Tugela
Mdlotane
Mbozamo
Nhlangwini
Umhlali
Tele
Nsuze
Umdlozi
Mwangata

3.6.5 WASTE MANAGEMENT

The only service provided to the Maphumulo Local Municipality in terms of waste management is limited to the services as stipulated in the agreement with the outsourced service provider. The status quo study assesses the municipal area taking into consideration the various service categories as well as evaluating the service delivery in each of the areas in the Municipality. The service categories that are taken into consideration can be summarised as follows:

Refuse removal: Residential, Commercial, Industrial, Garden Refuse
Street and ablution cleaning;
Landfill Sites, Transfer Stations, and Bulk Containers.

Additional needs pertaining to the waste disposal service in the Municipality were identified and summarised below;

- There are no waste minimisation strategies that have been developed.
- The Tribal Areas of the Maphumulo Municipality do not receive a waste removal service and they need to be incorporated in the waste disposal service area.
- The new developments that are taking place in the Maphumulo Municipality must be included for the provision of a waste disposal service.
- There is illegal disposal of waste at various sites in the Municipality. The illegal disposal should be addressed in order to manage and minimise the illegal activities pertaining to waste disposal.
- New Municipal By-Laws should be drafted that pertain directly to waste management and issues surrounding waste management. Issues such as illegal dumping of waste, waste minimisation and recycling etc. should be dealt with in the By-Laws.

There is a transfer station located within ward 10 however a service provider has been appointed to collect waste from the transfer station to the Land fill site in KwaDukuza. Street sweeping is done in the business/commercial area of Maphumulo that is ward 10. There is no street sweeping in the residential areas, the residential areas will only be cleaned if it is necessary to do so.

Maphumulo municipality currently does not have a policy in place regarding Waste Management and surrounding traditional areas and therefore the municipality needs to develop a plan which will be adopted within the next financial year.

The waste management function is currently under the Technical Services Department. However, there is a need to have a specific official responsible for waste management within the Municipality. This official should, amongst other things, perform duties of a Waste Management Officer as required by the Waste Management Act. In addition, the official should be responsible for the implementation of the recommendations of the Integrated Waste Management Plan (IWMP).

3.7 DISASTER MANAGEMENT

The Disaster Management Act (Act No.57 of 2002) articulates the legal requirements pertaining to Disaster Management; in particular, sections 52 and 53 of the act give an impetus and overall approach to local municipalities to prepare and adopt Disaster Management Plans. It sets out the necessary mechanisms that are required in drafting the plan which includes aligning local initiatives with national and provincial programmes towards implementation.

3.7.1 VISION

In collaboration with the development agencies, Maphumulo local municipality strives to strengthen its capacity to manage disasters, improve its ability to initiate response and recovery so as to circumvent and reduce unjustifiable loss of lives and infrastructure

3.7.2 STRATEGIC FOCUS

The formulation and implementation of the Disaster Management Plan consists of five key strategic areas of focus which are as follows;

No.	STRATEGIC FOCUS	STRATEGIES
1.	Education	• Access to Information and awareness
2.	Infrastructure	• Pedestrian paths • Access to water • Provision of access roads • Proper bridges
3.	Institutional	• Appointing Disaster Manager • Establishing the Maphumulo Disaster Management Advisory Forum • Disaster Volunteers
4.	Implementation of Sector Plans	• SDF, LED, IWMP…
5.	Communication	• Internal communication • External communication

3.7.3 MUNICIPAL INSTITUTIONAL CAPACITY

Institutional Measures	Remarks
Disaster Management Centre	Not established
Human Resource	The Disaster Management function is under the Community Services Department with one staff member, who is Acting Disaster Manager Officer.
Assets	No vehicles
Disaster Management Plan	Yes, adopted in Aril 2013
DM Portfolio Committee	Not established
DM Practitioners forum	Established at a District level.
DM Advisory Forum	Established on 27th September 2013

3.7.2 RISK ASSESMENT

Disaster risk assessment has been conducted through the disaster management plan, primarily informed by the public participation process that was conducted with the respective wards within the local municipality.

Type of Hazard	Category	Peak Season	Likelihood	Frequency	Area of Impact	Potential Damage	Total Risk	Rating
Severe storm / rain	Natural	Summer	Likely	5	5	5	50	Very high
Strong wind	Natural	Spring	Likely	5	4	4	36	Medium high
Hail	Natural	Summer	Possible	5	4	4	36	Medium high
Lightening	Natural	Summer	Likely	5	5	5	50	Very high
Drought / Humidity	Natural	All year	Likely	5	4	4	36	Medium high
Mist	Natural	Summer	Likely	5	4	3	27	Medium Low
Sanitation	Infrastructure	All year	Likely	5	5	4	40	High
Water	Infrastructure	All year	Likely	5	5	5	50	Very high
Electricity	Infrastructure	All year	Likely	5	5	5	50	Very high
Roads / Access roads	Infrastructure	All year	Likely	5	5	4	40	High
Communication Facilities	Infrastructure	All year	Possible	5	4	3	27	Medium low
Bus/taxi stops	Infrastructure	All year	Possible	5	4	3	27	Medium low
Lack of proper bridges	Infrastructure	All year	Possible	5	4	4	36	Medium high
Street lights	Infrastructure	All year	Likely	5	2	3	21	Low
Information signs and speed humps	Infrastructure	All year	Likely	5	2	3	21	Low
Pedestrian Path	Infrastructure	All year	Likely	5	4	3	27	Medium low
Unemployment	Economic	All year	Likely	5	5	5	50	Very high
Substance abuse	Social / Man Made	All year	Likely	5	4	4	36	Medium high
Wild Fires	Social / Man Made	Winter	Likely	5	4	4	36	Medium high
Stray animals	Social / Man Made	All year	Possible	5	2	2	14	Very low
Cable theft	Social / Man Made	All year	Possible	5	2	3	21	Low
Criminal activities	Social / Man Made	Winter	Likely	5	4	4	36	Medium high
Death at the Cliff	Social / Man Made	All year	Possible	5	2	3	21	Low
Deforestation	Social / Man Made	All year	Possible	5	2	3	21	Low
Soil instability	Environment	All year	Possible	5	2	3	21	Low
Geological (high water table)	Environment	All year	Likely	5	2	3	21	Low

3.7.3 RISK REDUCTION AND PREVENTION

Risk reduction and prevention has been included in the Disaster Management Plan.

3.7.4 RESPONSE AND RECOVERY

Risk and Recovery has been included in the Disaster Management Plan.

3.7.5 TRAINING AND AWARENESS

iLembe District Disaster Risk Management Centre (DDMC) has developed a public awareness strategy targeted at all four local municipalities. The aim of these campaigns is to encourage communities to exercise risk avoidance behavior and educate them on precautionary measure to be taken during major incidents or disasters in general.

The following table illustrates the training and awareness campaigns conducted thus far;

Area/Ward	Date	Audience
Ward 9	8 October 2013	Community members and youth structures
Mabulo Sports Ground	16 October 2013	Community members and youth structures
Ward 5	17 October 2013	Community members and youth structures
Sobuyaze Sports field (During Maphumulo IDP roadshow)	18 October 2013	Community members
Ward 6	22 October 2013	Community members and youth structures
Ward 01 (War room at Ntunjambili Hospital)	23 October 2013	Community members
Ntunjambili Hospital **Fire Drill**	07 November 2013	Ntunjambili hospital staff
Nkonjane Secondary School	14 February 2014	Scholars

The next awareness campaigns are scheduled for 24 April 2014 and 18 June 2014.

SECTION D: DEMOGRAPHIC PROFILE

4.1 OVERVIEW OF THE CURRENT STATE OF SOUTH AFRICA'S POPULATION

According to Census 2011, there has been a major increase in South Africa's population. In 2001 it was recorded at 44.8 million and in 2011 it increased to a resounding 51.8 million people. This translates to a population growth of 15, 5% between 2001 and 2011, and 1.44% population growth per annum.

Approximately 65.5% of the country's population is between the ages of 15-64 years which increased from 63% in 2001. The dependency ratio has declined from 52.7% in 2011 t 58, 7% in 2001. The ratio of males to females has increased from 91.7% in 2001 to 94.8% in 2011. On the other hand unemployment has shown a slight improvement compared between 2001 recorded at 29, 8% and 2011 at 41, 6% in 2011.

Education is one of the five priorities of National Government in that it can be regarded as human capital that will ensure economic growth in the future. The rate of people with no formal education in South Africa has declined from 17.9% in 2001 to 8.4% in 2011. Primary education enrolment between the ages of 6-13 years improved from 22.1% in 2001 to 93.1% in 2011

The number of households in the country increased from 11 205 706 to 14 450 162 recording a 29% growth putting pressure on government to provide basic services such as electricity, water and roads. The average household was 3.6% in 2011 compared to 3.8% in 2001. There is a slight change in households headed by women in South Africa as it slightly improved to 41.2% in 2011 from 41.9% in 2001. The number of formal dwellings increased to 77.6% in 2011 from 68.5% in 2001. This is an indication that people are improving their shelters.

The number of flushed toilets connected to sewerage in the country increased to 57% in 2011 from 50% in 2001. Weekly refuse removal services increased to 62.1% in 2011 from 55.4% in 2001. The distribution of piped water inside dwellings increased to 46.3% in 2011 from 32.5% in 2001. Approximately 84.7% households had access to electricity in 2011 compared to 70.2% in 2001.

These statistics have an impact on what happens at a local level. Maphumulo municipality has also shown some negative and positive trends between 2001 and 2011 (Source: Stats SA, Population Censuses 2001 and 2011).

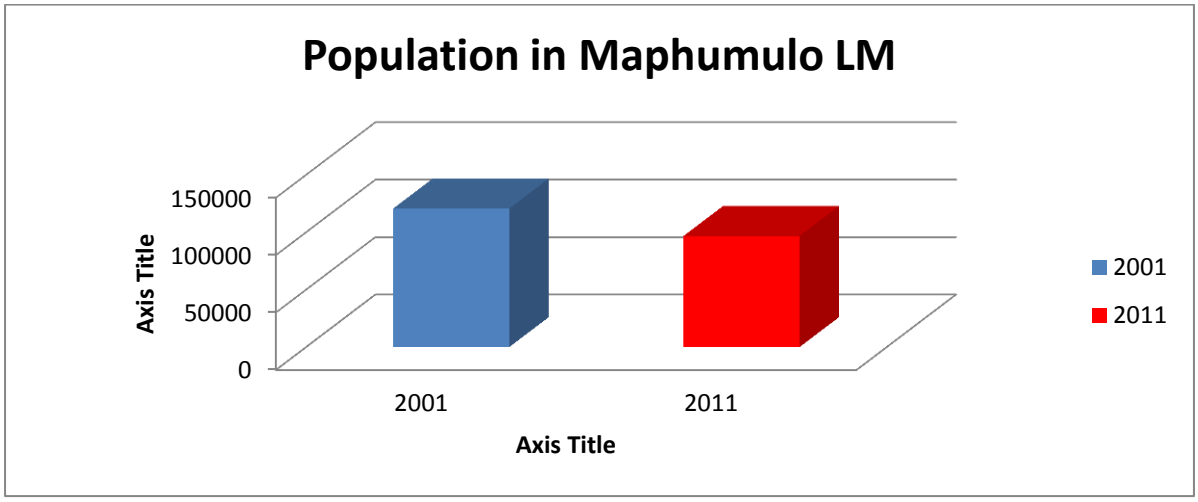
4.2 MAPHUMULO DEMOGRAPHIC PROFILE

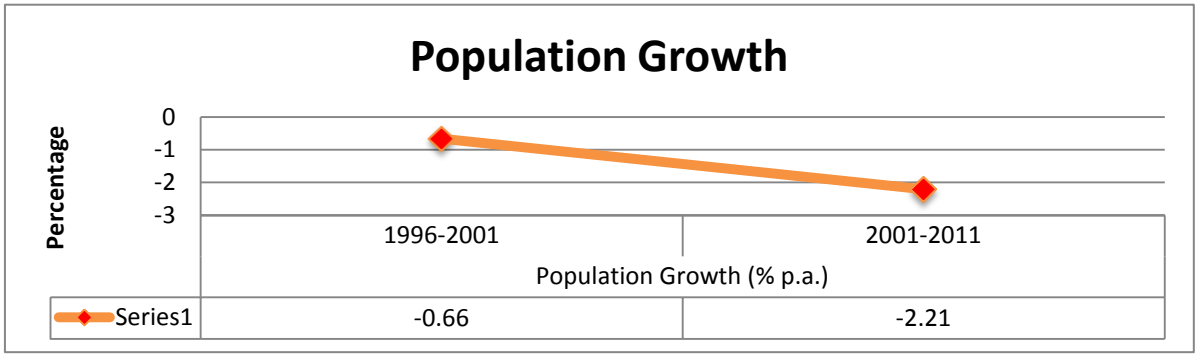
Information used in this section was sourced from 2011/12 Census Data.

4.2.1. POPULATION

The population of Maphumulo Municipality according to the Census 2011 has experienced a decline when compared to Census 2001whereby it plummeted from 120 643 people which occurred in a space of10 years. This translates to the negative population growth of -2.21. The decline in Maphumulo population growth could be triggered by the migration of people to neighbouring towns such as KwaDukuza and eThekwini for better opportunities such as jobs and tertiary education or the increased mortality rates which might be caused by nutrition, epidemic diseases.

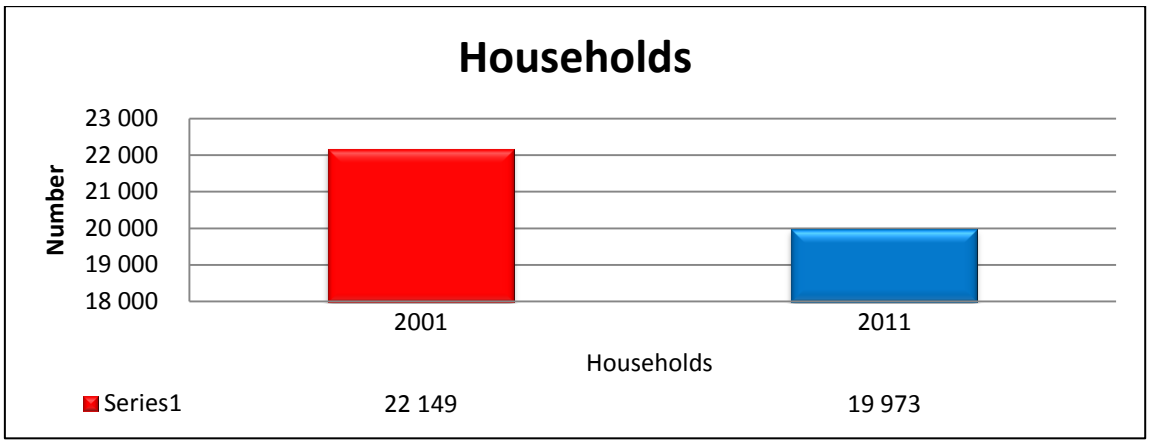
There is an immediate need to provide basic services that can attract people to stay and investors to do business in Maphumulo that in turn could improve its economic activities. The population changes are illustrated in the diagrams below.





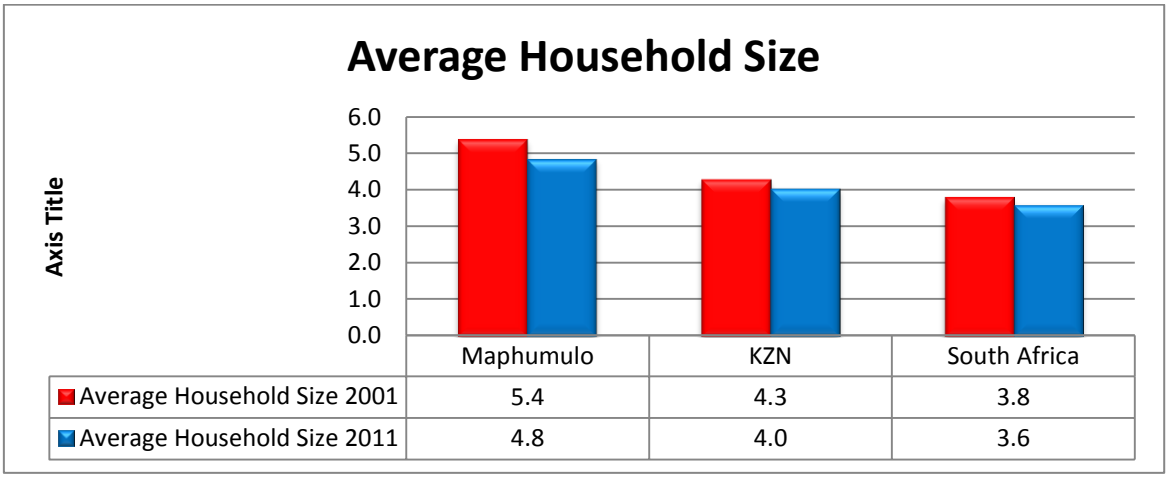
4.2.2. HOUSEHOLDS

By 2011, there were 19, 973 households in Maphumulo compared to 22, 149 in 2001. This occurrence confirms a decline in the population either through outward-migration, deaths due to HIV/AIDS and other causes. A decline in households undermines development of the area as they amongst other; provide the most needed human resource, buying power, consumption of basic services that are provided by the municipality, etc.



4.2.3. HOUSEHOLD SIZE

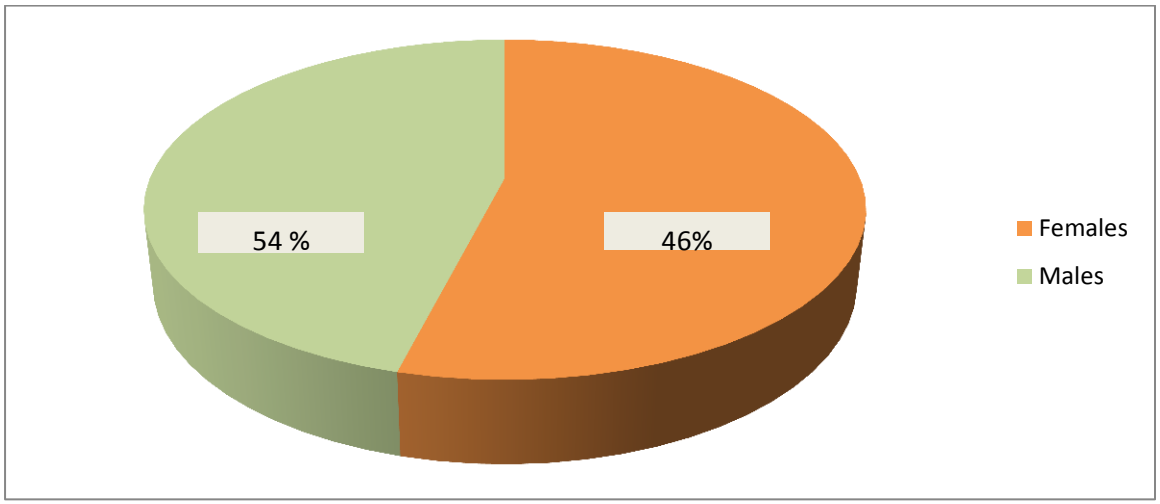
The household size in Maphumulo has experienced a decline as it was standing at 4.8 in 2011. However, the average household size in Maphumulo is still larger compared to the KwaZulu Natal and South Africa which were 4 and 3.6 respectively in the same year. The diagram following depicts:

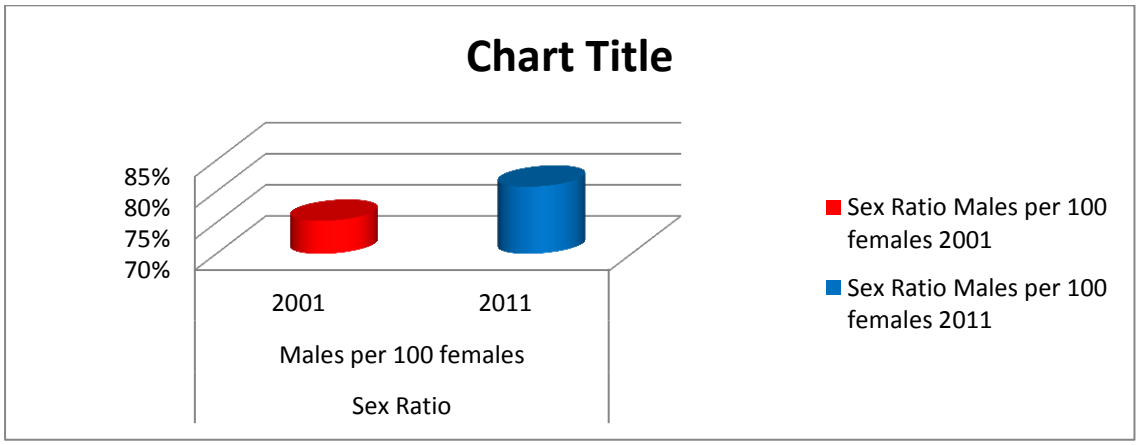


	Maphumulo	KZN	South Africa
Average Household Size 2001	5.4	4.3	3.8
Average Household Size 2011	4.8	4.0	3.6

4.2.4. GENDER RATIO

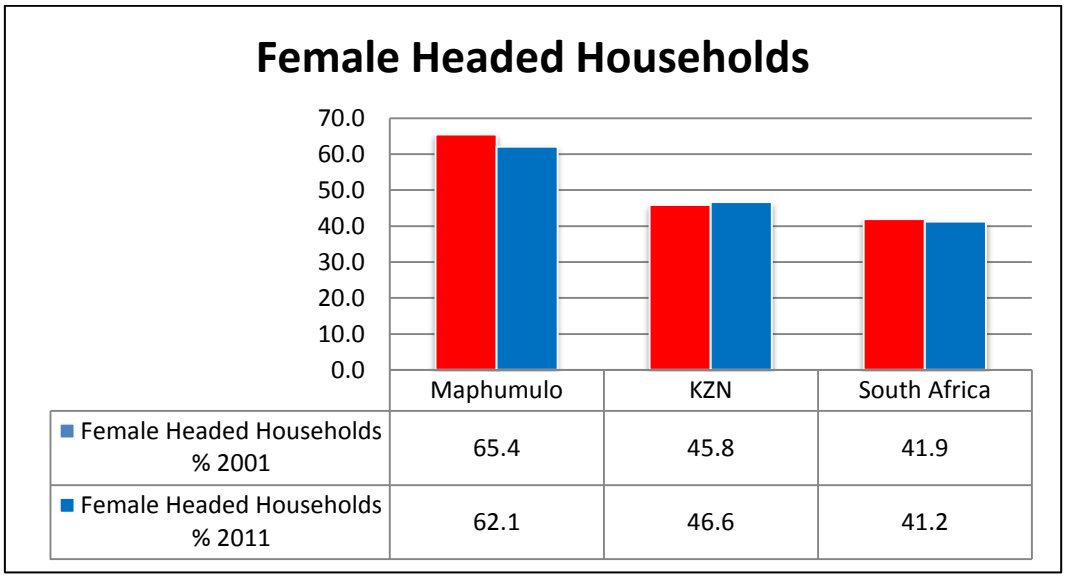
The ratio of gender in Maphumulo is dominated by the female group. According to 2011 Census data there are 81 males to every 100 females. The male population have shown some increase from 2001 where there were 75 males per 100 females. However strategic decision making by the municipality should be directed towards female up-liftment since they make major portion of the population in the Municipality.





4.2.5. FEMALE HEADED HOUSEHOLDS

The proportion of households headed by females in Maphumulo experienced a decline in 2011. However, the levels are still high (62.1%) compared to KZN Province and South Africa which were at 46.6% and 41.2% respectively. The diagram following depicts:

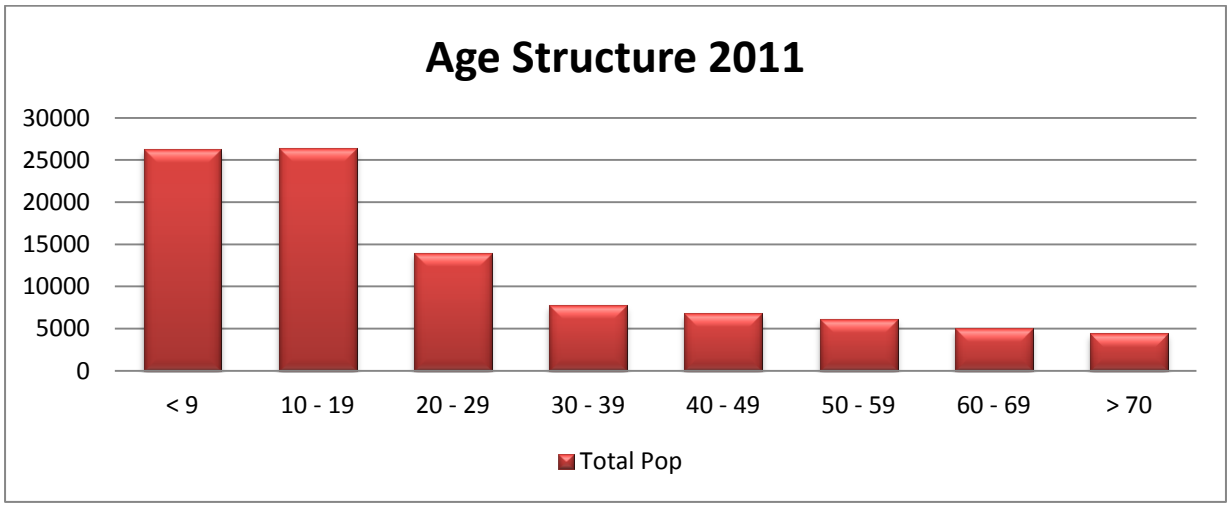


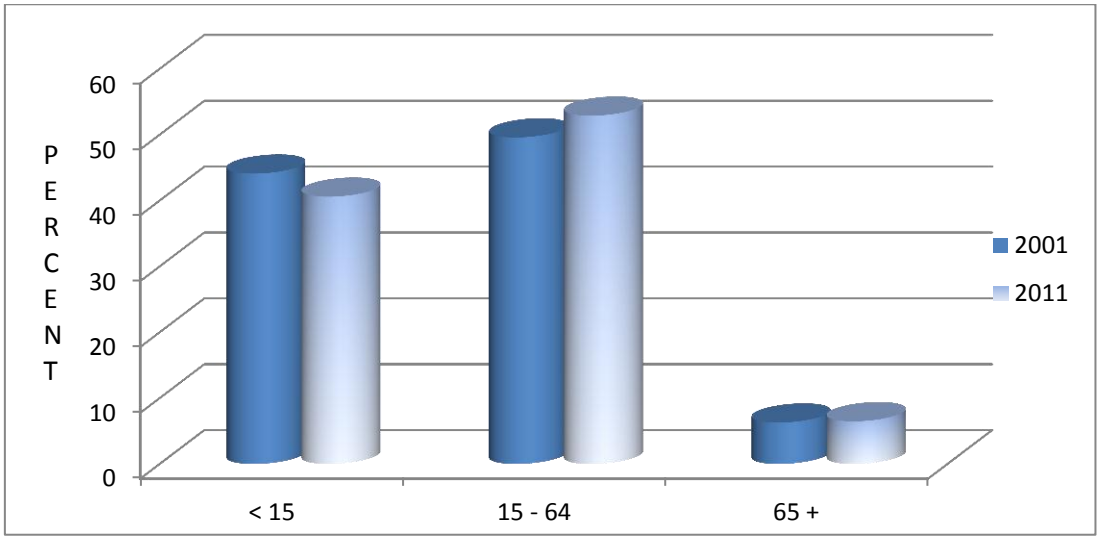
	Maphumulo	KZN	South Africa
Female Headed Households % 2001	65.4	45.8	41.9
Female Headed Households % 2011	62.1	46.6	41.2

4.2.6. AGE STRUCTURE

There has been a considerable change in the age structure of Maphumulo between 2001 and 2011. The economically active population in the 15-64 age bracket (employed or unemployed) increased from 49.6 % to 52.9 % between 2001 and 2011. Since the bulk of Maphumulo population is comprised of youth the municipality must consider initiating a strategic plan which will be aimed at empowering the youth by introducing programmes that will perpetuate employment opportunities to prevent them from getting caught up in drugs, and alcohol abuse.

Approximately 40.6 % of the population was below the age of 15 years in 2001and about 6.5 % of the population was above the age of 65 years. These age groups require services from the municipality such as school, play-lots, feeding schemes and pension pay-points.



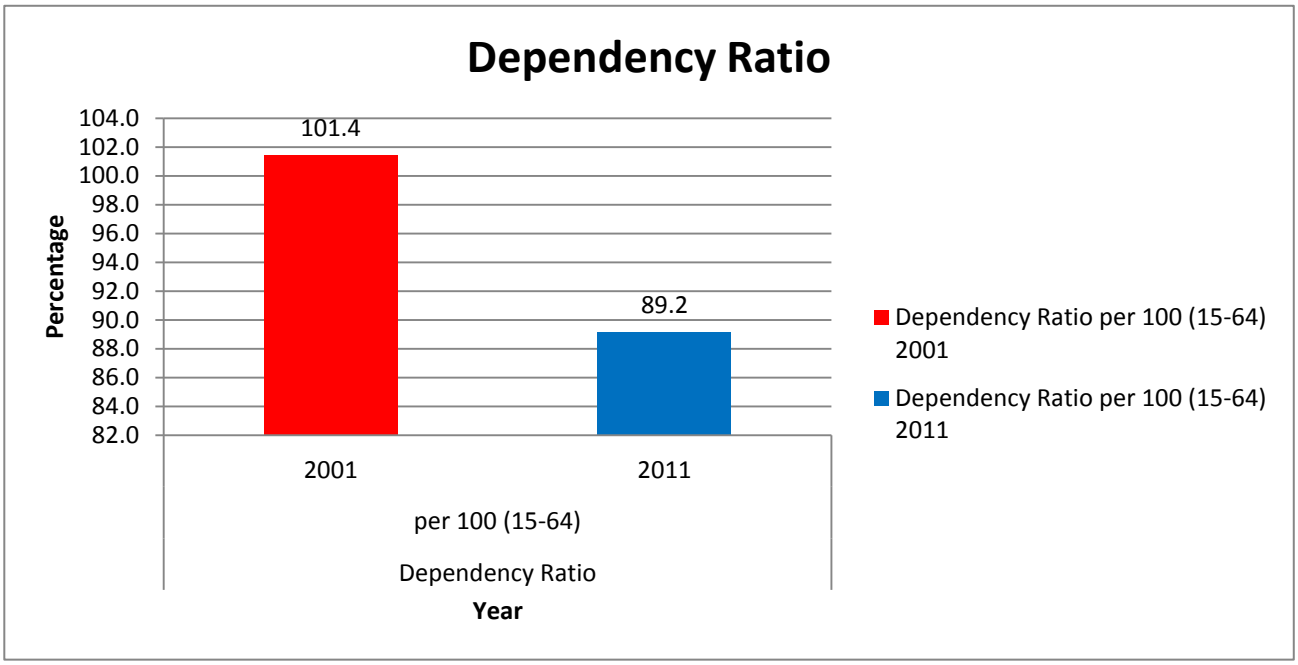


4.2.7. DEPENDENCY RATIO

The dependency ratio expresses how many people (below 16) years and older (above 65 years) depend on the people of working age (i.e. people between 15-64 years). This is an important indicator for strategic decisions. In 2011 the dependency ratio was standing at 89.2% which was a decline compared to 2001 which was 101.4%. Even though, there was decline the dependency ratio is still high.

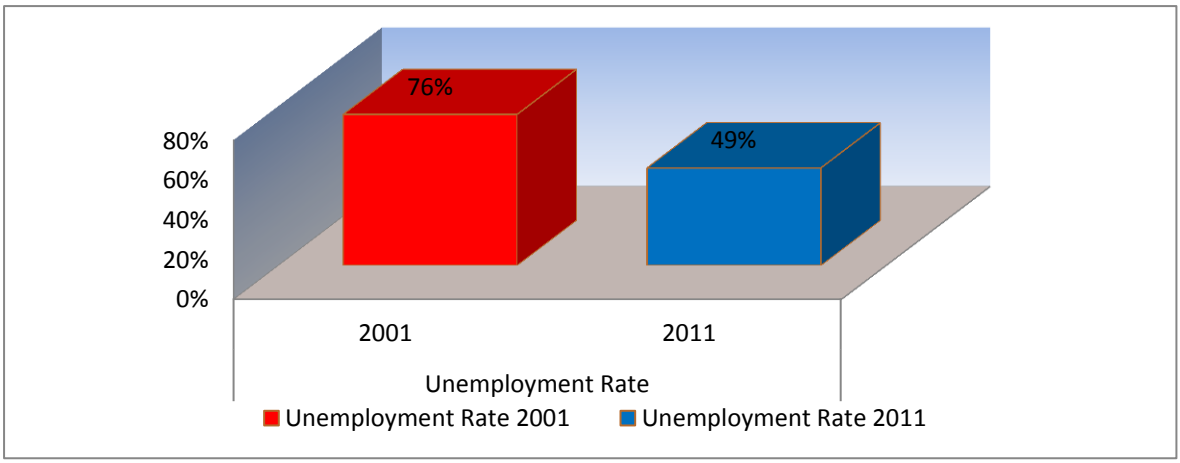
The high dependency ratio poses amongst others the following challenges for Maphumulo Municipality:

- Pressure to provide facilities such as schools; healthcare, youth feeding schemes, and other programmes that can cater for people below 15 years and those above 65 years;
- Reduction in productivity growth of the municipal area.



4.2.8. UNEMPLOYMENT RATE

The unemployment rate in Maphumulo has shown a significant decline as it was recorded at 49% in 2011 from 76% in 2001. This decline however may not mean that the population has been absorbed in the labour market but may be amongst other things outward migration, deaths due to HIV/AIDS pandemic, poverty, etc. Out of the 49% that are unemployed 58% are youth. The number of youth that is unemployed is alarming and poses a great challenge for the municipality. If this category of the population does not secure employment, it is vulnerable to engagement in social evils such as drug abuse, crime, prostitution, alcoholism, etc. The municipality should engage itself in development projects that are likely to curb down unemployment and poverty.



4.2.9. Key Findings

- Majority (52.9%) of the population is between the age of 15-64 year;
- There is a high dependency ration in Maphumulo;
- There are more female than male (100:81);
- There is a 49% unemployment rate in Maphumulo;
- 58% of the youth are unemployed
- Maphumulo is experiencing a decline in its population

4.3 SOCIAL SERVICES

4.3.1 HEALTH

Provision of health care facilities and services has been a major challenge but the municipality together with the Department of Health have worked hard to reverse this situation. Following from achievements that have been made thus far; There are two (2) Primary Health Care clinics and Anti-Retroviral Treatment (ART) in the municipal area and 4 Clinics upgraded by addition of Voluntary Counselling and Testing (VCT) rooms.

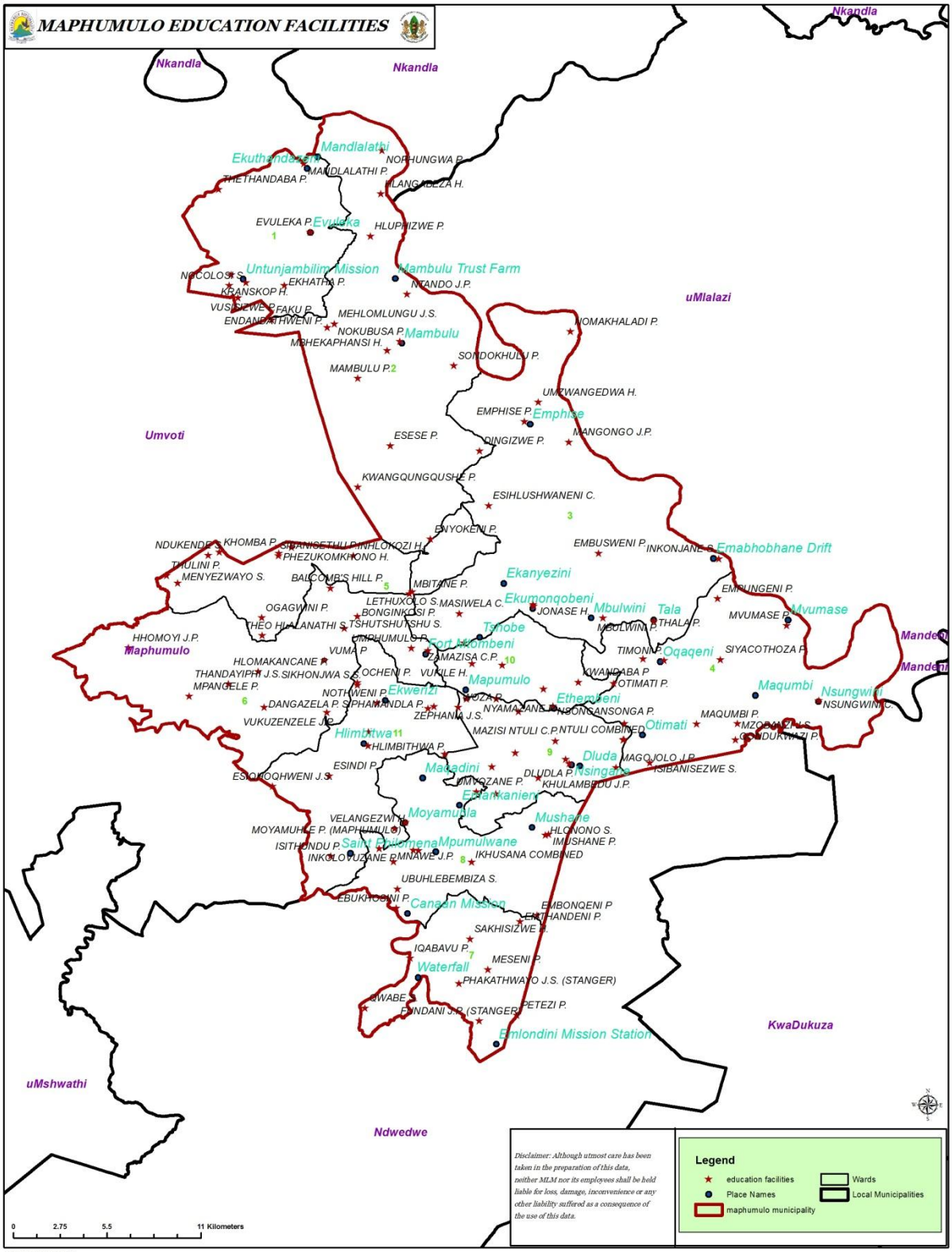
To improve access to health facilities within the area, the Department of Health has assessed the list of applications for the construction of health facilities in strategic locations within the municipality, some of which are currently being implemented. The table below provides a list of Department of Health projects as per the IDP 2012/13 – 2016/17.

NAME OF PROJECT: MTEF	STATUS
Sinamfini Clinic: New PHC Clinic	Design
Dlakathi Clinic	Planning
Mambulu Clinic: New PHC Clinic	Design
Maphumulo Hospital: OPD with X-Ray, Admin, pharmacy, neonatal & physiotherapy	Design
Maphumulo Hospital: TB Female Ward upgrade	Design
Untunjambili Hospital	Tender
Otimati Old Clinic Conversion	Design
Maphumulo Clinic: New Clinic	Construction

4.3.2. EDUCATION FACILITIES

According to the information received from the Department of Education's Maphumulo District Office, the Maphumulo municipality has 74 primary schools, 36 secondary schools and 40 ABET centres.

Schools in Maphumulo are dispersed and are often difficult to access due to the rugged terrain, poor roads and dangerous river courses. There are no tertiary education facilities in the municipality, which is reflected by the low proportion of the population with tertiary qualification. These low levels of education are a major constraint for future development, as there are limited employment opportunities in the municipality.


MAPHUMULO EDUCATION FACILITIES
Nkandla
Nkandla
Nkandla
Mandlalathi
Ekuthandabeni
MANDLALATHI P.
NOPHUNGWA P.
THETHANDABA P.
EVULEKA P.
Evuleka
HLUPHIZWE P.
Untunjambilini Mission
Mambulu Trust Farm
NTANDO J.P.
EKHATHA P.
KRANSKOP H.
FAKU P.
MEHLOMLUNGU J.S.
NOKUBUSA P.
Mambulu
MAMBULU P.
SONDOKHULU P.
uMlalazi
NOMAKHALADI P.
UMZWANGEDWA H.
EMPHISE P.
Emphise
MANGONGO J.P.
Umvoti
ESESE P.
DINGIZWE P.
KWANGQUNGQUSHE P.
ESIHLUSHWANENI C.
ENYOKENI P.
EMBUSWENI P.
INKONJANE P.
Emabhobhane Drift
KHOMBA P.
PHEZUKOMKHONO H.
MENYEZWAYO S.
BALCOMB'S HILL P.
MBITANE P.
Ekanyezini
LETHUXOLO S.
MASIWELA C.
Ekumonqobeni
JONASE H.
Mbulwini
Tala
MBULWINI P.
THALA P.
EMPUNGENI P.
MVUMASE P.
Mvumase
OGAGWINI P.
BONGINKOSI P.
THEO HLALANATHI S.
TSHUTSHUTSHU S.
Tshobe
HHOMOYI J.P.
Maphumulo
MPUMULO P.
Fort Hlombeni
VUMA P.
ZAMAZISA C.P.
TIMONI P.
Oqaqeni
SIYACOTHOZA P.
HLOMAKANCANE P.
THANDAYIPHI J.S.
SIKHONJWA S.S.
OCHENI P.
VUKILE H.
Mapumulo
KWANDABA P.
OTIMATI P.
MPANGELE P.
NOTHWENI P.
Ekwenzi
MOZA P.
Ethembeni
Maqumbi
Nsungwini
NSUNGWINI C.
DANGAZELA P.
SIPHAMANDLA P.
NYAMAZANE
INSONGANSONGA P.
MAQUMBI P.
VUKUZENZELE J.P.
ZEPHANIA J.S.
MAZISI NTULI C.P.
NTULI COMBINED
Otimati
MZOMUHLE J.S.
Hlimbitwa
HLIMBITHWA P.
MDUDUKWAZI P.
ESINDI P.
Madadini
Dluda
Nsingane
MAGOJOLO J.P.
ISIBANISEZWE S.
ESIONQOHWENI J.S.
MNYOZANE P.
DLUDLA P.
KHULAMBEDU J.P.
Esankanieni
Moyamuela
Mushane
VELANGEZWI P.
MOYAMUHLE P. (MAPHUMULO)
HLONONO S.
IMUSHANE P.
ISITHONDU P.
Saint Philomena
Mpumulwane
INKOLOVUZANE P.
MNAWE J.P.
IKHUSANA COMBINED
UBUHLEBEMBIZA S.
EBUKHOCWI P.
Canaan Mission
EMBONQENI P.
EMTHANDENI P.
SAKHISIZWE P.
IQABAVU P.
MESENI P.
Waterfall
PHAKATHWAYO J.S. (STANGER)
GWABE P.
PETEZI P.
KwaDukuza
Emlondini Mission Station
uMshwathi
Ndwedwe
Disclaimer: Although utmost care has been taken in the preparation of this data, neither MLM nor its employees shall be held liable for loss, damage, inconvenience or any other liability suffered as a consequence of the use of this data.
Legend
education facilities
Place Names
maphumulo municipality
Wards
Local Municipalities
0
2.75
5.5
11 Kilometers
EDUCATION FACILITIES MAP

4.3.3 COMMUNITY FACILITIES

The demand for local sports and recreation facilities and services is very high in the area, which is compounded by the challenges in mobility that are created by the poor condition of roads and the inadequacy of public transport services within the area. Most wards identified sports and recreation facilities as priorities within their area, the municipality together with other relevant agencies will locate these facilities in a manner that seeks to promote social cohesion and spatial integration in accordance with the spatial development framework.

The much anticipated community hall within the town Centre has been completed. A further 2 halls will be built in ward 8 and ward 9 respectively and construction towards the Emnyameni Sports complex in ward 11 is anticipated to begin in July 2014.

4.3.4 SAFETY AND SECURITY

The existing police station is Maphumulo SAPS situated in Maphumulo town. This police station has large areas to service and access to remote areas is difficult. Remote rural and traditional areas of the eleven Traditional Authorities are particularly difficult to service in this regard. The SAPS has indicated that they would provide police services to these areas from satellite stations in the appropriate localities. From these satellites they would facilitate community policing efforts in the area to build security. In line with the Domestic Violence Act 1998, and in collaboration with the SAPS and Department of Health, the municipality has established a Domestic Violence Forum. The main purpose of the Forum is to ensure that the relevant organs of state give full effect to the provisions of the Act and to convey that the state is committed to the elimination of domestic violence.

4.3.5 CEMETERIES

The Maphumulo Municipality does not have a formal cemetery within its area of jurisdiction. Burials in the rural areas occur mainly through traditional methods and no formal cemetery system is available. The community of Maphumulo has identified the need for cemetery especially in Maphumulo town. Ilembe District Municipality is responsible for the Cemeteries and Crematoria function, and had commissioned a study for the area which raised possibilities of establishing at least one regional cemetery in each of the Local Municipalities. The study also recommended for an investigation for the merit in establishing smaller individual sites close to areas with high population densities, rather than one large regional site per Local Municipality.

4.3.6 LIBARIES

The municipal library is currently under construction and is approximately 95% complete. Handover from the Department of Arts and Culture is anticipated to take place before 30 April 2014.

4.3.7 TAXI RANK

The relocation of the existing taxi rank is currently underway, project is still in the tender stage, and appointment of a contractor is projected to take place before the end of the current financial year.

SECTION E: MUNICIPAL TRANSFORMATION & ORGANIZATIONAL DEVELOPMENT ANALYSIS

5.1 INSTITUTIONAL ARRANGEMENTS

Maphumulo Local Municipality has a staff complement of 57 employees comprised of 37 males and 20 females. It must be stated that the Employment Equity Plan requires that by 2015 the municipality should have an equal number of male and female employees. This discrepancy has been taken note of and is being addressed. It must be mentioned that due to the rural nature of the municipality, it is difficult to acquire the required pool of employees and hence making it difficult to meet the set targets.

5.2 POWERS AND FUNCTIONS

According to the Municipal Structures Act No. 117 of 1998, Maphumulo Municipality is classified as a category B Municipality, and the following sub-section provides an overview of its powers and functions.

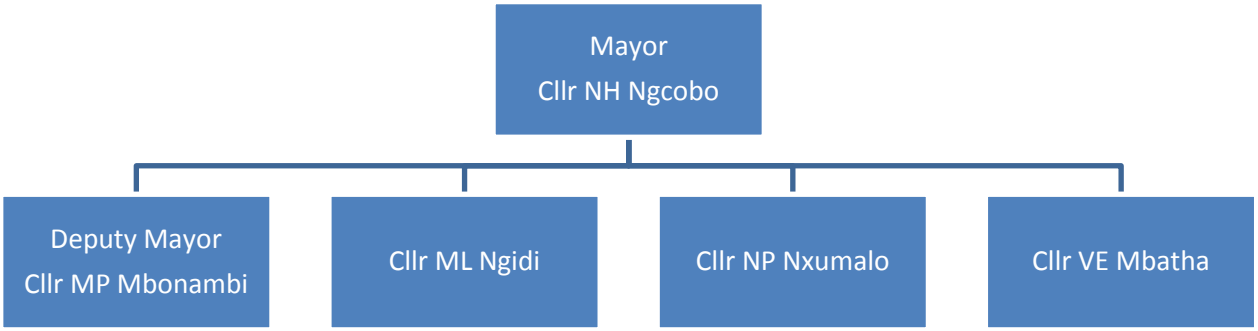
Powers and Functions	Function currently with Maphumulo Municipality	
	Yes	**No**
Building regulations	•	
Child care facilities	•	
Fire-fighting		•
Local tourism	•	
Storm water		•
Trading regulation	•	
Billboard and display advertisement	•	
Cemeteries, funeral parlours and crematoria		•
Cleaning	•	
Control of public nuisance	•	
Licensing and control of undertakings that sell liquor to the public	•	
Facilities for the accommodation, care and burial of animals		•
Fencing and fences	•	
Licensing of dogs		•
Licensing and control of undertakings that sell food to the public	•	
Local amenities	•	
Local sport amenities	•	
Markets	•	
Municipal abattoirs		•
Municipal roads	•	
Noise pollution		•
Pounds		•
Public places	•	
WWW	•	
	•	

5.3 POLITICAL CONTEXT

The municipal council is comprised of 22 councillors as follows;

a) 12 from the African National Congress (ANC)
b) 8 from the Inkatha Freedom Party (IFP)
c) 2 from the National Freedom Party (NFP)

Furthermore, The Council has approved that four Amakhosi who have been proclaimed by the MEC to sit in the council meetings be invited to attend the council meetings once joint trainings with councillors have been held. This is in compliance with section 81 of the Local Government Municipal Structures Act, Act 117 of 1998. Currently Amakhosi are being invited in the public meetings where their views are also being sourced.



5.4 PORTFOLIO COMMITEES

Maphumulo municipality uses the collective executive mayoral system which means the executive committee is collectively responsible for decision making. The municipality makes use of portfolio committees that correspond to municipal powers and functions to expedite decision making. These committees were established in line with Section 80 of the Municipal Structures Act i.e. committees that are appointed by the Executive Committee. Their core function is to deliberate on specific matters and then make recommendations to the Executive Committee and the full Council, for the latter to take decisions. The following committees have been established;

a. Municipal Public Accounts Committee
b. Human Resources Development Sub-Committee
c. Gender and Vulnerable Group Sub-Committee
d. Youth Affairs Sub-Committee
e. Finance Portfolio Committee
f. Local Public Administration and Human Resources Portfolio Committee
g. Infrastructure and Technical Portfolio Committee
h. Local Economic Development and Housing Portfolio Committee

5.5 ORGANIZATIONAL DEVELOPMENT

Due to the location of the municipality, the staff comprises of black employees only with no other races. There are 3 employees with disabilities which constitutes 5.26% of the total workforce which is above the prescribed norm of 2%. The municipality is currently in the process of developing various institutional policies that will strengthen institutional capacity and transformation and ensure that the municipality functions to its full capacity.

The municipality operates with policies and by-laws in order to execute its mandate effectively and efficiently. The municipality intends to review the following policies in the forthcoming year:

- Annual leave policy
- Acting allowance policy
- Overtime policy
- Remuneration policy.
- Recruitment and retention policy.

The Human Resource Strategy has been identified as one of the priorities that the municipality must embark upon in the new financial year. This will assist in directing the human resource needs of the municipality in the long term.

The employees in the municipality are represented by two (2) recognised trade unions which are Independent Municipal and Allied Trade Union (IMATU) and South African Municipal Workers Union (SAMWU). There are no current labour disputes taking place and the municipality is functioning well with these unions. Challenges that are sometimes encountered are usually resolved amicably. No disciplinary hearing has taken place in the current year and there is no disciplinary case that is outstanding.

Due to the staff compliment of the municipality, there is no dedicated unit that deals with Employment Assistance Programme (EAP) but the human resource office is mandated to refer cases that require professional assistance to the qualified institutions that normally deals with the case and advise the municipality accordingly. Such cases are very limited and no such case has been reported in the current year.

In the current financial year, the turnover of staff has increased than normal as we have lost four (4) staff members which represent 7.01% of the staff compliment of 57 employees. This is comprised of one (1) manager three (3) low level staff. This is regarded as a very high turnover in our standard and the municipality is currently working towards reviewing its retention strategy to address the level of employees exiting the municipality.

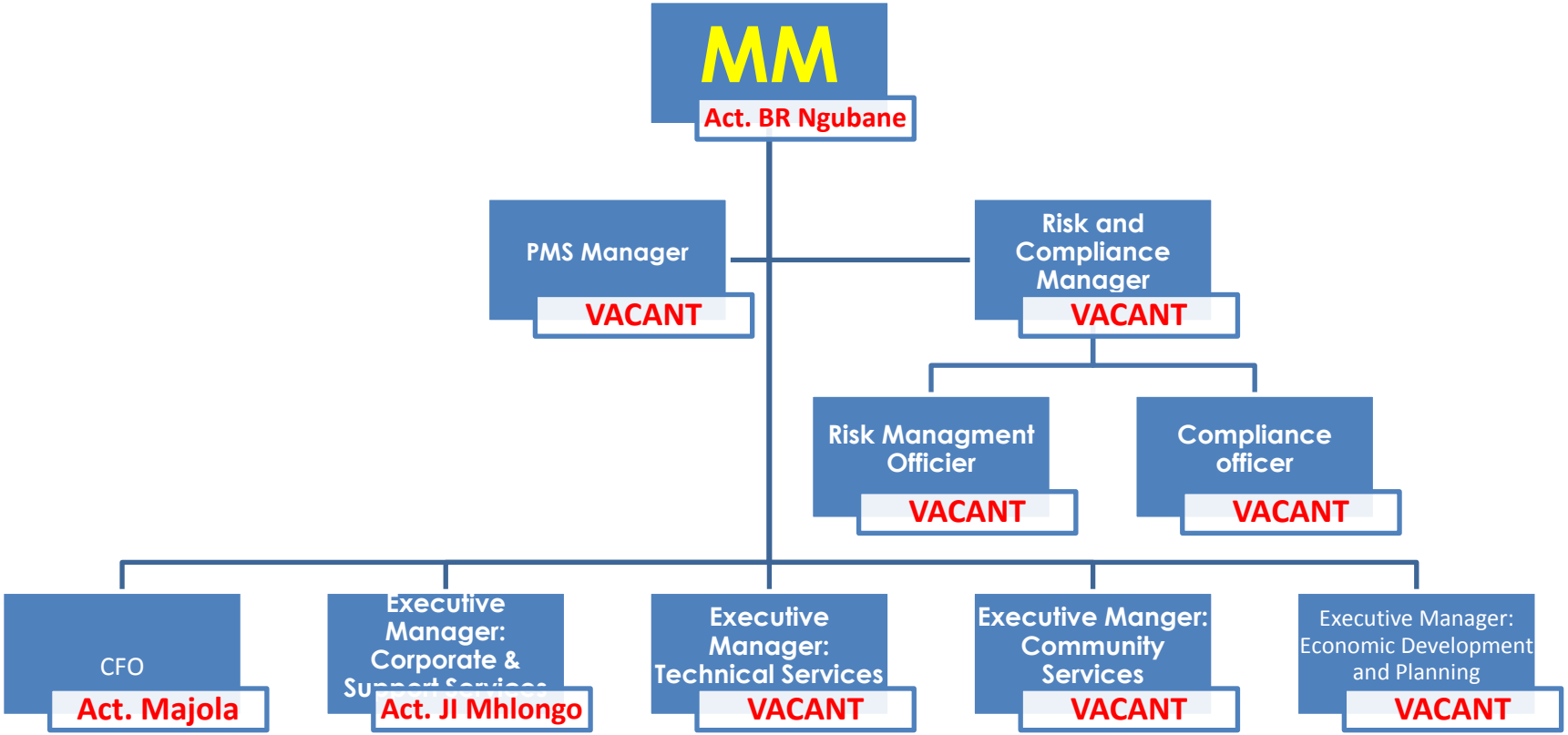
5.6 WORK PLACE SKILLS PLAN

The municipality has prepared and adopted a Workplace Skills Plan (WSP) in order to address the training needs of its employees. This plan helps to identify training gaps of employees and attempt to capacitate the employees in order to perform their functions better. The training plan aims at exposing every employee to training. This training includes councillors as well who are currently being trained in Municipal Finance Management Programme. All staff from officer level up to the management level is also being trained in the Municipal Finance Management Programme. This is in line with the requirements of minimum competency levels required by National Treasury.

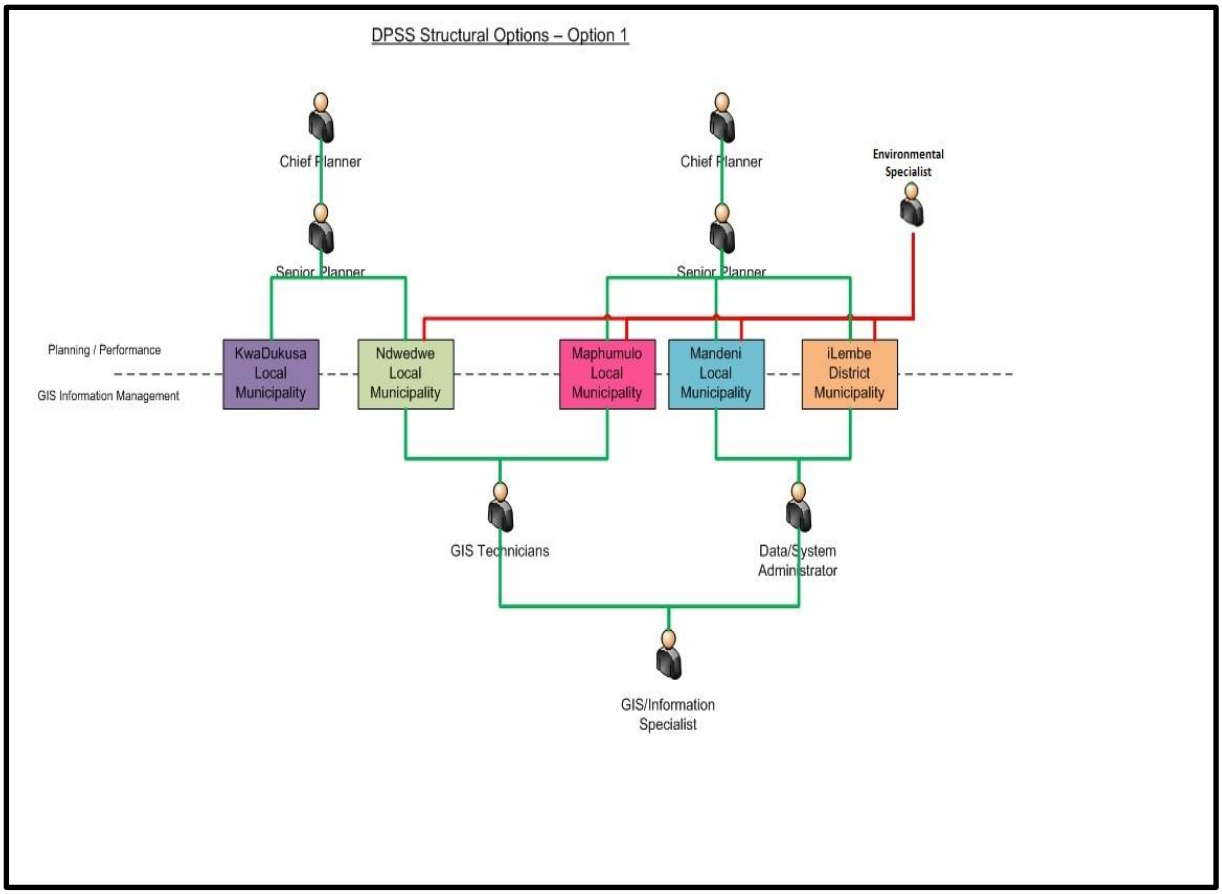
	RACE											PWD		
EMPLOYMENT CATEGORY	AFRICAN		COLOURED		INDIAN		WHITE		TOTAL		TOTAL	M	F	TOT
	M	F	M	F	M	F	M	F	M	F				
SOC 100 Legislators	15	7	0	0	0	0	0	0	15	7	22	0	0	0
SOC 100 Directors and Corporate Managers	9	1	0	0	0	0	0	0	9	1	10	0	0	0
SOC 200 Professionals	5	5	0	0	0	0	0	0	5	5	10	0	0	0
SOC 300 Technicians and Trade Workers	3	0	0	0	0	0	0	0	3	0	3	0	0	0
SOC 400 Community and Personal Service Workers	2	1	0	0	0	0	0	0	2	1	3	0	0	0
SOC 500 Clerical and Administrative Workers	9	10	0	0	0	0	0	0	9	10	19	2	0	2
SOC 700 Machine Operators and Drivers	7	0	0	0	0	0	0	0	7	0	7	1	0	1
SOC 800 Labourers	5	3	0	0	0	0	0	0	5	3	8	0	0	0
Apprentices	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTALS	**57**	**27**	**0**	**0**	**0**	**0**	**0**	**0**	**55**	**27**	**82**	**3**	**0**	**3**

5.7 ORGANIZATIONAL STRUCTURE

The Maphumulo Municipality reviewed and adopted the new organogram in December 2013. Currently there are two sections 56 Managers including the Acting Municipal Manager and four line managers. The position of the Municipal Manager is vacant and is currently occupied in an acting capacity. Interviews have been held to have this position filled.



The Environmental Management function is not catered for in the Maphumulo organizational structure. The municipality makes use of services from the district municipality. The ILembe District municipality established the DPSS whose function is to address the limitations for the development planning function between local municipalities and their constituent local municipalities. The smaller municipalities in the District have limited planning capacity and high turnovers of staff reported. The aim is for municipalities is to share services at District level in order to optimize limited resources and thereby enhance the quality of planning and development services provided in these areas. The iLembe DPSS is fully functional with all positions being occupied in the 2013/14 financial year. The DPSS Business Plan for the new current financial year has been signed and finances are currently in progress.



5.7.1 NEW PROPOSALS ON THE MUNICPAL ORGANOGRAM

DEPARTMENT	STATUS QUO AND PROPOSAL
MUNICIPAL MANAGER	The position of the Municipal Manager is vacant and is currently occupied in an acting capacity. Interviews have been held to have this position filled. New positions under the office of the MM include; Risk and Compliance Manager, Risk Management Officer and Compliance Officer
COPORATE SERVICES	The position of the Executive Manager Corporate Services is vacant and is currently occupied in an acting capacity. Positions for all line Managers are vacant, Managers; Administration, Human Resource, Committees and Communication and Councillor Support.
COMMUNITY SERVCIES	The position of the Executive Manager Community Services is vacant however has been advertised
BUDGET AND TRESURY OFFICE	The position of the CFO is vacant and is currently occupied in an acting capacity however has been advertised
TECHNICAL & HOUSING	The position of the Executive Manager Technical Services and Housing is vacant. Furthermore, Managers for Housing and technical Services are occupied in an acting capacity.
ECONOMIC DEVELOPMENT & HOUSING	New Directorate. All positions are vacant. Position for Executive Manager was advertised in February 2014 and interviews have been conducted for the position of a Junior Planner.

5.7.2 CORPORATE SERVICES DEPARTMENT

5.7.3 COMMUNITY SERVICES DEPARTMENT

5.7.4 BUDGET AND TREASURY OFFICE

5.7.5 TECHNICAL AND HOSUING DEPARTMENT

5.7.6 ECONOMIC DEVELOPMENT AND HOUSING

5.8 PROJECT MATRIX

Focus Area	Projects	2014/15
Corporate Services	Filling of Critical positions	- Municipal Manager - Executive Manager: Corporate & Support Services - Executive Manager: Technical Services - Executive Manager: Economic Development and Planning - Executive manager Community services - Executive manager CFO
	Development and review of Policies	- Annual leave policy - Development of Human Resource strategy - Acting allowance policy - Overtime policy - Remuneration policy. - Recruitment and retention policy.
	Skills Audit	- All municipal employees

5.9 SWOT ANALYSIS

STRENGTH	WEAKNESS
• Access to LGSETA grants • The willingness of employees to be trained • Skills development for local graduates(Internship programme by Treasury) • Easy community access to municipality due to our new location • Council meetings sits as scheduled • Satisfactory councillor turnover for council meetings • Line of authority clearly clarified • Increased youth participation	• High levels of illiteracy • Absence of higher learning institutions • Training and development plans not effectively coordinated and executed • Absence of revenue base- hugely dependants on National and Provincial grants • High levels of unemployment • Inability to attract investors • Inability to attract critical skills • Inadequate funding for training and development of unemployed youth
OPPORTUNITIES	**THREATS**
• Opportunity to effectively train and develop youth • Opportunity to improve on the service delivery programmes • Personal development plans for ease of reference/ tracking • Reviewed and fully implemented EEP • Opportunity for the effective functioning of Local labour forum • Opportunity to improve human resources management function	• Inefficiency to municipal systems as a result of inconsistency in the application of SCM policies • Inability to attract qualified and experienced personnel hugely hinders service delivery • Lack of records management system may result to loss of important documents • Poor service delivery due to inadequate funding.

SECTION F: LOCAL ECONOMIC DEVELOPMENT AND SOCIAL ANALYSIS

6.1 ECONOMIC OVERVIEW

Maphumulo has an important economic space since there is land available for residential, commercial, and industrial development. The population in the commercial farming areas is sparse. The central concentration of the population, economic development, infrastructure and income are located within the town, making it a principal service centre and administrative node for the envisioned economic growth and development. The socioeconomic profile of Maphumulo is markedly bi-polar. At one end there are a large number of people living in the conditions of extreme poverty and at the other end of the scale, are significant group of well educated, skilled and effluent people who occupy positions in government and the business sector.

6.2 MAPHUMULO LED STRATEGY

In order to have a full appreciation of issues affecting the local economy the municipality has resolved to review the initial LED, which was done in 2007. This has been budgeted for in 2014 /2015.

6.3 INFORMAL ECONOMY

Maphumulo Municipality acknowledges the relevance and contribution of the informal economy to the economic and social life of the town. Informal trading provides some income to those who are unemployed as well as providing an alternative to established traditional formal sector retail options. The primary aim is to develop the sector and its participants into a commercially viable and dynamic economic sector, which contributes to the economic growth of the town and the quality of life of its citizens in a sustainable manner. Through the assistance from the Department of Economic Development and Tourism, a draft informal economic policy has been prepared which is still to be presented to council for adoption.

6.4. THE DUBE TRADE PORT OPPORTUNITIES

The district is planning to investigate the opportunities that might emerge with the establishment of the Dube Trade Port and the King Shaka Airport. Maphumulo is also planning to do their investigation, taking into account the existing and proposed developments within the Maphumulo area. This includes the Maphumulo Town Development, Road link between Maphumulo and Ndwedwe and the identified tourism attractions.

Based on the preceding sections, it is evident that several pieces of legislation, strategies and policies exist addressing the issue of local economic development. LED involvement requires government intervention in the form of facilitation, support and funding. In Maphumulo, national government, the district and local municipality all have an important role to play in the successful implementation of local economic development initiatives. They establish principles and provide a framework for the formulation of localized economic development strategies. They create a range of opportunities for funding, institutional development and initiatives for economic growth and development in Maphumulo.

6.5. AGRICULTURE

Sugar-cane cultivation is the predominant economic activity and land use in the municipality. There are also other small cane farms and vegetable cultivators in and around the flat, fertile Umvoti River Valley.

Subsistence agricultural activities in the form of small cropping areas attached to traditional family units dominate land usage in the Municipality. Produce includes staple diet crops such as sweet potatoes, maize, sorghum, and some vegetables.

Successful pilot projects have emphasized the need for an integrated agri-processing facility. In a development driven by Ilembe District Municipality, a vineyard and agri-hubs projects were initiated and have shown tremendous progress. Emerging farmers from the municipal area are also growing products such as chillies and paprika. These are delivered to African Farms agri-processing plant in Glen Anil the chillies are processed, turned into products and have found in to the way supermarket shelves.

On the other hand, the steep slopes of the valley are characterized by extensive forest cultivation. Forestry is the second most dominant form of agricultural activity that is scattered throughout the municipality.
As the Municipality is not well served by roads, the potential of farmers in the area to grow fresh produce such as fruits and vegetables for the larger markets is limited. The municipality should consider the possibility of providing access roads to agricultural potential areas to catalyse agricultural activities that could address poverty and promote economic growth of the municipality.

6.6. COMMERCIAL ACTIVITY

Limited commercial activities in Maphumulo exist in the form of general dealers, liquor stores and other small businesses in the small centre of Maphumulo town. Consequently, significant economic leakage to major centres such as KwaDukuza and Durban occurs as daily commodities are usually bought in surrounding towns. Local business people and small scale entrepreneurs find it difficult to trade in an environment which does not provide adequate facilities and have indicated their support for the development of such a facility. There is no formal industrial development in the municipality; some of the sugar mills and industrial areas that

attract the migrant workers are within the KwaDukuza and Mandeni Local Municipalities. Industrial development potential has been identified for industrial development in Ward 10 (Emzini Wezinsizwa) although feasibility studies still need to be undertaken to determine the suitability of this area for such a purpose.

The Spar and Build-it complex is the dominant retail node in Maphumulo Town. It is located to the south of the town in close proximity to the Magistrates Court and the prison. Buidling plans have been submitted to extend the exsiting building to inlcude "Tops" and increase the number of litres for the existing petrol filling station. A sound relationship has also been established with Spar management in preparation of the master plan which is envisioned to increase the entire nett area and attract additional retail outlets ranging from fast foods to clothing companies.

6.7. TOURISM

Maphumulo Municipality possesses a lot of untapped cultural/eco-tourism potential due to its cultural background and natural heritage. It boasts tourist such natural attractions as Kwa-Shushu Hot Springs, Itshelika Ntunjambili and Sabuyaze Mountain amongst others. From both a historical and cultural perspective, Izibayazika Gcugcwa and the world famous battlefields of the Bhambatha Rebellion serve as a good attraction for the area. Arts and crafts have also not been explored to the maximum within the area and the potential lies with people who make ornamental carvings and small furniture. In addition, traditional weaving is done by local women and therein is the opportunity for the industry to develop into a tourist market. It remains important to ensure that raw materials are utilized on a sustainable basis to ensure the existence of the industry.

6.8 SMME

To be included in the final IDP.

6.9 SPATIAL IMPLICATIONS

To be included in the final IDP.

6.10 PROJECT MATRIX

To be included in the final IDP.

6.11 SWOT ANALYSIS FOR LED AND SOCIAL DEVELOPMENT

STRENGTH	WEAKNESS
A good intra-linkages amongst departments Turn Around Strategy Maphumulo Sector Plans Support from Enterprise ILembe Good financial management	Inadequate planning to meet Provincial Targets Inadequate financial resources to improve economic growth Backlog on bulk infrastructure Poor road network Inability to generate revenue
OPPORTUNITIES	**THREATS**
Land availability Favourable soil and climatic conditions for agricultural production. Close proximity to Dude Trade port Installation of big water pipe by Umngeni Water Construction of P 711 Road	Climate Change High HIV and AIDS prevalence Environmental degradation Bad topography in town Increase on Eskom tariffs

SECTION G: SERVICE DELIVERY & INFRASTRUCTURE ANALYSIS

7.1 ENGINEERING SERVICES

The provision of infrastructure and essential services such as sanitation, water, electricity, telecommunication and transport is a representation of an improved welfare, economic growth, productivity of people and quality of life. When Maphumulo Municipality provides decent infrastructure and services it is actually creating economic opportunities to its residents. Likewise, the non-provision of the same is undermining economic opportunities for the municipal area, which is cornerstone to improved living standards of its community. Therefore, infrastructure plays a dual role, namely an improvement in economic activities and living standard.

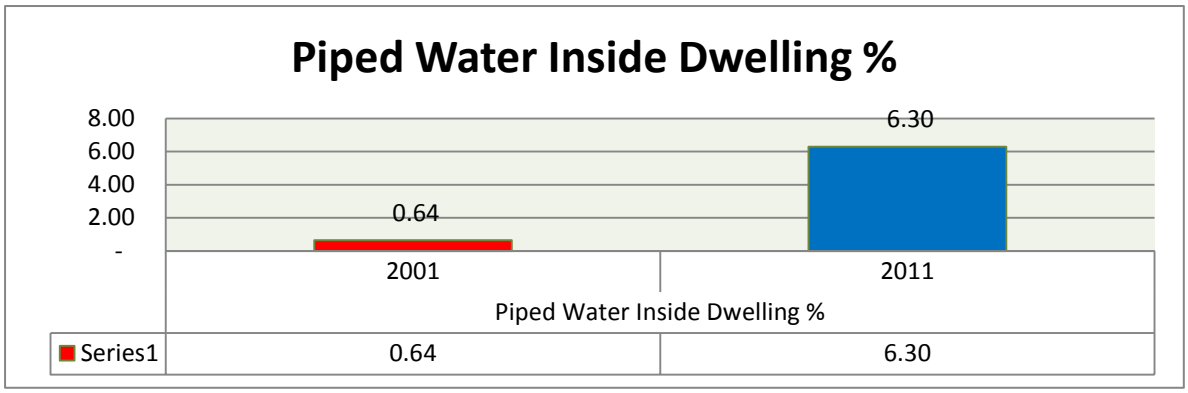
7.2 WATER AND SANITATION

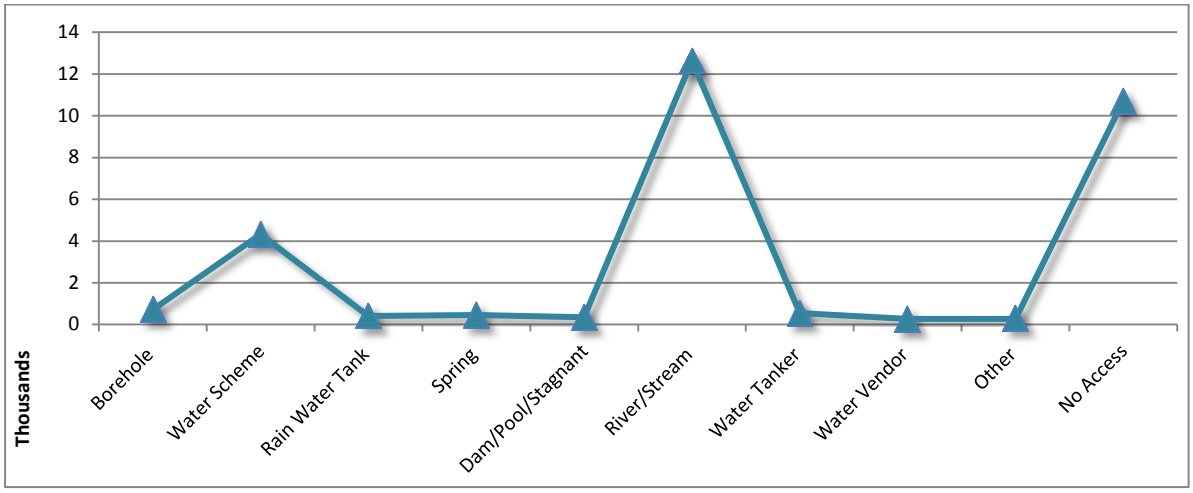
iLembe District Municipality performs the function of Water Services Authority for all the local municipalities. They are responsible for the provision of both water and sanitation.

7.2.1 WATER BACKLOGS

The population in Maphumulo is still facing hardships in access to piped water. By 2011, only 6.3% of the population in the municipal area had piped water inside their dwellings which was a strong improvement compared to 2001 (0.64%). The municipality still faces water backlogs challenge. However, lack of access to piped water may lead to the community sourcing for other unhealthy and untreated alternative sources such as streams, rivers and wells. These sources of water are vulnerable to contamination that can cause serious waterborne outbreak to the society.

The total number of households in Maphumulo as per the Statistics SA Census is 19972. The figure below illustrates the levels of access to water for the in the municipal area;



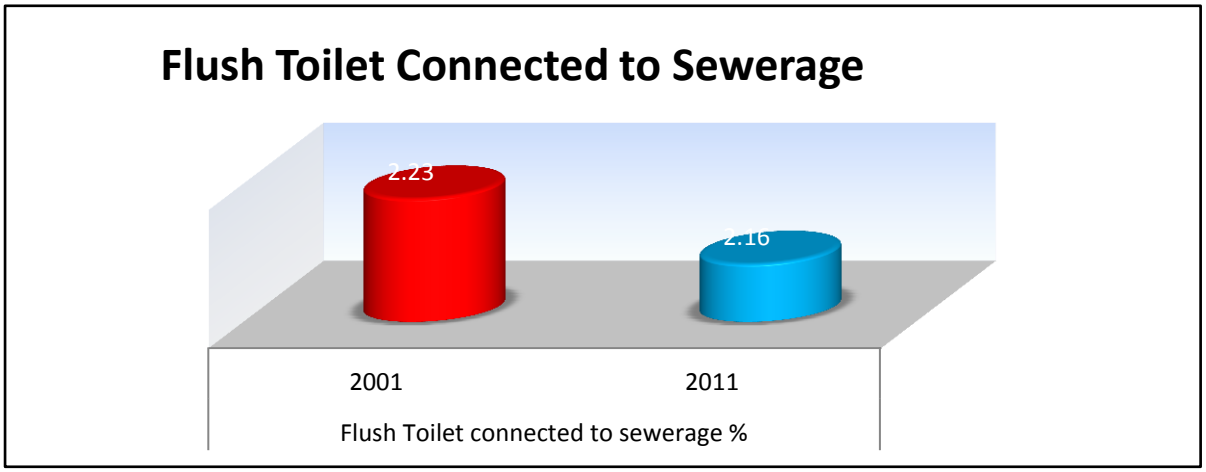


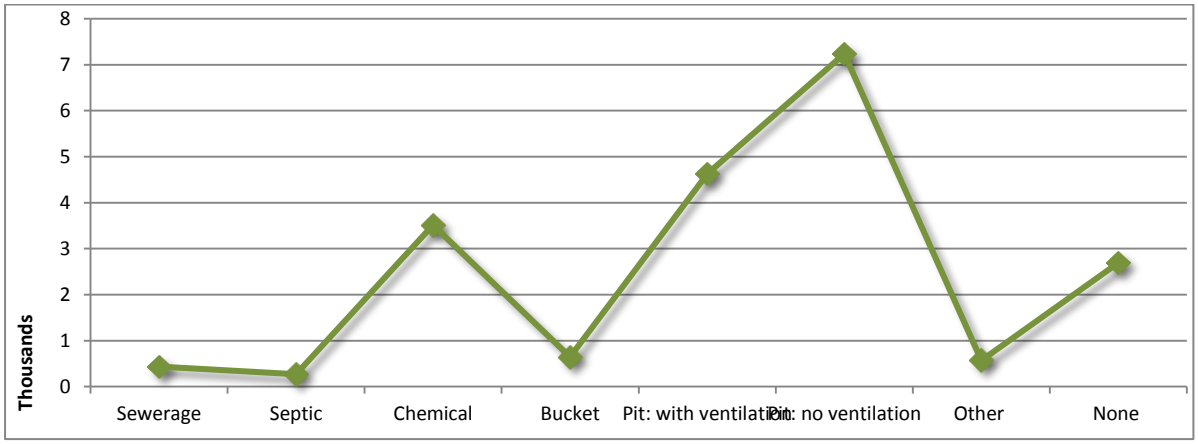
WATER SOURCE	
Borehole	714
Water Scheme	4323
Rain Water Tank	410
Spring	451
Dam/Pool/Stagnant	347
River/Stream	12635
Water Tanker	538
Water Vendor	265
Other	290
No Access	10706

Water provision remains to be the biggest infrastructural challenge in the municipal area, noting 12635 people received water from streams, 10706 have no access with only 4323 households receiving water from a "formal" water scheme.

7.2.2 SANITATION BACKLOGS

Only 2.16 % of the Maphumulo flush toilets were connected to sewerage in 2011 which is far below than the district, provincial and national average that were 22.5%, 40.4% and 57% respectively in the same year (i.e. 2011). This means that majority of the households in the municipal area use latrine and other insanitary types of toilets which are prone to contaminate water sources in the area.





SANITATION	
Sewerage	432
Septic	268
Chemical	3511
Bucket	642
Pit: with ventilation	4627
Pit: no ventilation	7237
Other	569
None	2690

7.2.3 WATER AND SANITATION PROJECTS BY ILEMBE DISTRICT

a) Balcom/Kwasizabantu Sub-Regional Water Scheme

The Balcom/Kwasizabantu Sub-Regional Water Supply Scheme falls within Maphumulo Local Municipality of iLembe DM area. The water scheme will cover wards 3, 5 and 6 of Maphumulo Local Municipality with portable water supply to a basic level of service.

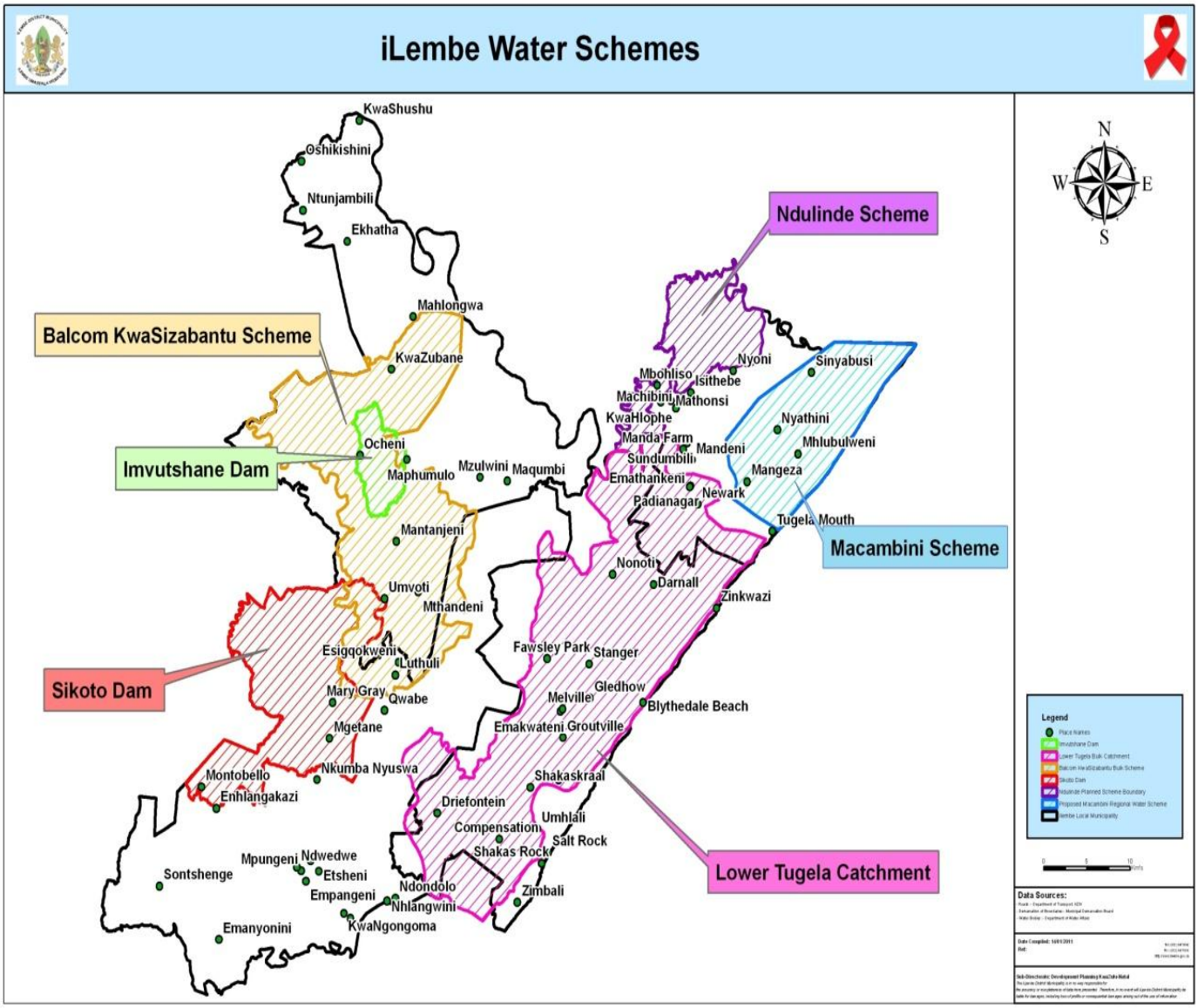
The scheme is an extension of the Maphumulo/KwaDukuza Sub-Regional Water Scheme and is extended to cover the areas of Balcom and KwaSizabantu with water supply. The source of water is the IMutshane River where a dam and purification will be constructed and water pumped to a number of storage reservoirs. The Water Supply Scheme will serve approximately 3,532 households (28,256 people) in Balcom and Kwasizabantu areas. The scheme also makes provision for the adjacent Magongo area in Ward 3. The scheme is estimated to cost R 168,242,758 and will be implemented in phases until 2014/2015 financial year and will be fully funded by iLembe District Municipality.

b) IMvutshane Dam

The IMvutshane Dam will be constructed as part of the Maphumulo/KwaDukuza Sub Regional Water Scheme. The scheme is co funded by iLembe District Municipality and Umgeni Water, where Umgeni Water will focus on the implementation of the bulk system (including the dam) and iLembe District Municipality will focus on the reticulation networks up to the standpipes.

The scheme will cover wards 4, 7, 8, 9, 10 and 11 of Maphumulo Local Municipality and ward 1, 2, 3, 4 and 7 of Ndwedwe Local Municipality. The extent of the scheme is from Maphumulo to KwaDukuza. The scheme will serve a total of 77,900 people residing in some 17,084 households. The scheme is estimated to cost R 339,870,403.00 of which R 131,982,216.00 is iLembe District Municipality funds and R 207,888,187.00 will be funded by Umgeni Water. The scheme is expected to be complete by 2013/2014 financial year.

The proposed Water Schemes for the next 3 years in order to eradicate backlogs in the iLembe District Municipality is indicated in the Map below.

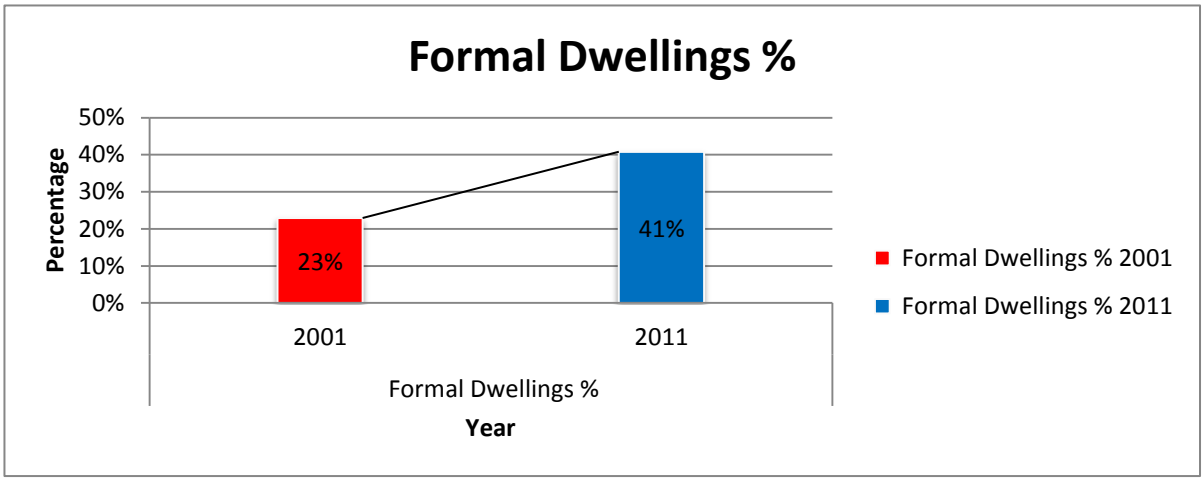


7.3 HUMAN SETTLEMENTS

7.3.1 HOUSING BACKLOG

The Municipality takes all reasonable and necessary steps within the framework of National and Provincial legislation and municipal policies to ensure (1) the inhabitants within the jurisdiction of the Maphumulo Municipality have access to adequate houses on a progressive basis.(2) Conditions not conducive to the health & safety of the inhabitants are prevented.

Formal dwellings in Maphumulo grew to 41% in 2011 compared to 23% in 2001. This may imply that the municipality is encouragingly addressing the housing backlog in the municipal area.



7.3.2 PROVISION OF HOUSING IN MAPHUMULO

There's a lack adequate personnel within the housing component to perform the required duties and fulfilment of the desired objectives of the set department. Nonetheless the Municipality takes all reasonable and necessary steps within the framework of National and Provincial legislation and municipal policies to ensure all inhabitants within the jurisdiction of the Maphumulo Municipality have access to adequate houses.

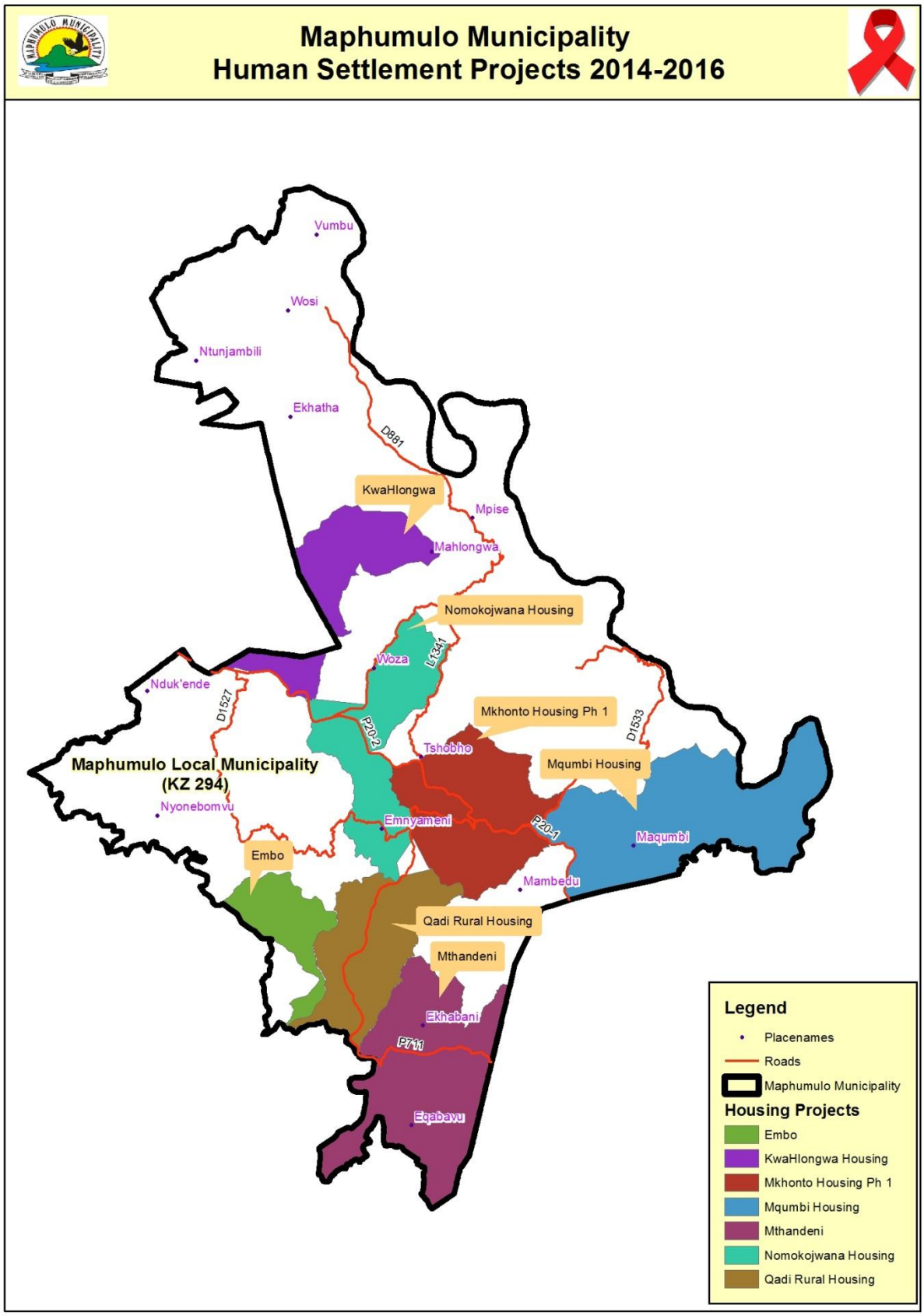
All housing projects are classified under the subsidy mechanism applied to rural housing projects as most projects are on Ingonyama Trust Land. The municipal housing development plan (Housing Sector Plan) will be reviewed in the new financial year. Below is a list of the current status of housing projects within the municipal area:

a. PROJECTS UNDER CONSTRUCTION

HOUSING PROJECT	NUMBER OF HOUSES TO BE BUILT	PROGRESS
Amambedu Rural Housing	1000	Under Construction
AmaNgcolosi Rural Housing	1000	Under Construction
Nodunga Rural Housing	1000	Under Construction
Mabomvini Rural Housing Project	840	Under Construction
Cele Rural Housing Project	500	Under Construction
Mthandeni Rural Housing	1000	Under Construction
KwaHlongwa Rural Housing	1000	Under Construction
TOTAL	**6340**	

b. PROJECTS IN THE PLANNING STAGE

HOUSING PROJECT	NUMBER OF HOUSES TO BE BUILT
Embo Rural housing	1000
Zubane Rural Housing	1000
Mkhonto Rural Housing	2000
Maqumbi Rural Housing	1500
Nombokojwana Rural Housing	1000
Qadi Rural Housing	1000
TOTAL	**7500**

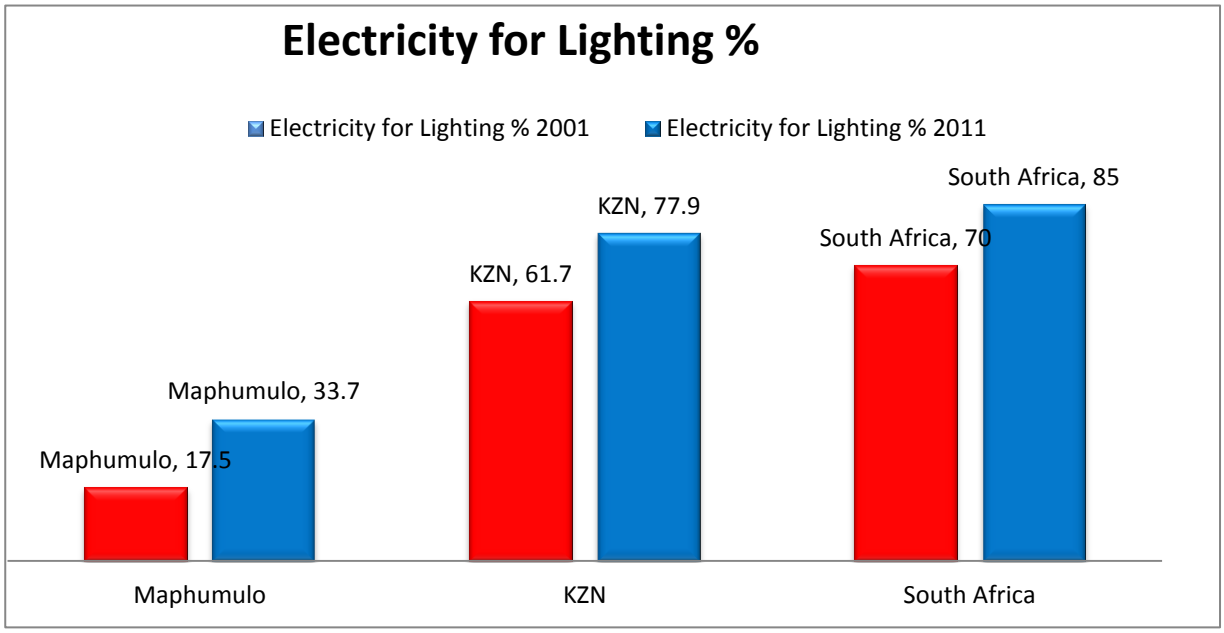

Maphumulo Municipality
Human Settlement Projects 2014-2016
Vumbu
Wosi
Ntunjambili
Ekhatha
D881
KwaHlongwa
Mpise
Mahlongwa
Nomokojwana Housing
Woza
L1341
Nduk'ende
D1527
P202
Mkhonto Housing Ph 1
D1533
Tshobho
Mqumbi Housing
Maphumulo Local Municipality
(KZ 294)
Nyonebomvu
Emnyameni
P201
Maqumbi
Embo
Mambedu
Qadi Rural Housing
Mthandeni
Ekhabani
P711
Eqabavu
Legend
Placenames
Roads
Maphumulo Municipality
Housing Projects
Embo
KwaHlongwa Housing
Mkhonto Housing Ph 1
Mqumbi Housing
Mthandeni
Nomokojwana Housing
Qadi Rural Housing

7.4 ROADS

ROADS	WARDS	PROJECT VALUE
Mbusweni Road	**3**	R6,055,006.26
Khatha Road Phase 3	**2**	R7,000,000.00
Khatha Road Phase 4	**2**	R7,465,422.27
Blading of Access Roads	**All wards**	R9 299 705.04
Ntunjambili Access Road in ward 01	**1**	R15,705,900.01
Mambulu Access Road	**2**	R8,440,742.40

7.5 ELECTRICTY

Access to electricity in Maphumulo experienced an encouraging growth as 33.7% of the households were using electricity for lighting in 2011 from 17.5% in 2001. However, the situation is still below the provincial and national average that recorded 77.9% and 85% respectively in the same year.



The electrification status for all projects is as follows;

AREA	WARD	PROGRESS
Mthandeni	**7**	Completed
Maphumulo central, Mxhosa and Game area	**10**	Completed.
Ocheni electrification	**6**	Phase 1 is complete. Consultant is currently registering all beneficiaries Phase 2 is in the tender stage. Briefing was held on the 12th February 2014.
Zagqayini,Mphise and Mzulwini	**2, 4, 7,**	Tender stage. Briefing was held on 11th February 2014.

7.6 PROJECT MATRIX

7.6.1 MIG

PROJECT	WARD	TOTAL	2014/2015	2015/2016	2016/2017
Ntunjambili Roads	**1**	**15,705,900.01**	**2,786,779.42**		
Mbusweni Road	**3**	**6,055,006.26**	**1,209,631.60**		
Mambulu Road	**2**	**8,440,742.40**	**4,000,000.00**		
Emnyameni Sports Complex	**11**	**15,988,498.86**	**3,853,588.98**		
Tunnel Farming	**9**	**6,982,199.06**	**1,948,000.00**		
Phase 3, - Khatha Road	**2**	**7,000,000.00**	**4,284,000.00**		
Phase 4 - Khatha Road	**2**	**7,465,422.27**	**3,000,000.00**		
TOTAL		**97,200,214.43**	**21,082,000.00**		

7.6.2 SMALL TOWN REHABILITATION

PROJECTS	WARD	TOTAL	2014/2015	2015/2016	2016/2017
Maphumulo taxi rank	**10**	**8 689 723.42**			
Maphumulo Urban design	**10**	**7 800 000.00**			

7.6.3 INEP

PROJECTS	WARD	TOTAL	14/15	15/16

7.6.4 ILEMBE DISTRICT MUNICIPALITY

Project Name	Ward No.	Category	BUDGET
Maphumulo/KwaDukuza	**1 (Cele/Nhlangwini)8, 9, 11**	Water	R18,000,000.00
Ngcebo Waterworks upgrade	**1,2, 3**	Water	R9000 000
Maphumulo Household Sanitation	**2,3,8,11**	Sanitation	R 10,000,000.00
Balcomb Kwasizabantu	**5 and 6**	Water	R 24,000,000.00
Masibambisane	**9 and 10**	Water	R 1,000,000.00

7.7 SWOT ANALYSIS

STRENGTH	WEAKNESS
• Availability of land • Housing Sector Plan is under review	• Unfilled post of housing administrator • Sparse settlement plan • Insufficient bulk infrastructure • Insufficient resources vs. unlimited needs
OPPORTUNITIES	**THREATS**
• Geographical location on the R74 and P711 Corridor road • Potential industrial development • Opportunities for developers contribution • Town & residential development	• Lack of housing funding • Unfavourable Climate conditions • Allocation of houses to undeserving beneficiaries • Negative publicity • Population growth & over demand for housing

SECTION H: FINANCIAL VIABILITY AND MANAGEMENT ANALYSIS

8.1 FINANCIAL SERVICES

Maphumulo municipality is a predominately rural municipality and does not have the revenue potential associated with the more urbanized and possibly industrialised municipalities such as Mandeni and KwaDukuza. The primary source of income for the municipality is government grants which results in a very limited tax base. As such, the municipality recognizes the need for innovative measures to be taken and strategies to be devised to counter the negative impact of the situation. These strategies will be aimed at ensuring that in the short term all reasonable efforts are taken to collect all possible revenues due to the municipality, and that aggressive but realistic plans are put in place to increase the municipality's revenue base in the long-term.

8.2 2014/15 BUDGET

A summary of the 2014/2015 budget is as follows:

8.2.1 2014/15 MUNICIPAL BUDGET

Description	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Financial Performance									
Property rates	**3 097**	5 923	9 172	11 997	11 997	11 997	12 258	12 258	12 258
Service charges	–	–	–	–	–	–	–	–	–
Investment revenue	565	501	1 245	1 479	2 268	2 268	1 627	1 789	1 968
Transfers recognised - operational	30 157	36 747	44 771	59 296	58 616	58 616	63 906	77 945	85 740
Other own revenue	771	1 191	1 358	2 259	5 972	5 972	2 331	2 427	2 670
Total Revenue (excluding capital transfers and contributions)	34 590	44 362	56 546	75 031	78 854	78 854	80 122	94 420	102 636
Employee costs	10 102	11 976	14 536	20 826	18 276	18 126	21 975	23 188	25 362
Remuneration of councillors	3 862	3 972	4 809	5 620	18 276	18 276	5 957	6 374	7 011
Depreciation & asset impairment	3 392	4 357	5 912	6 528	6 617	6 617	6 433	6 626	7 288
Finance charges	1 142	1 504	1 327	1 672	1 672	1 672	1 425	1 209	1 330
Materials and bulk purchases	1 240	1 556	873	–	–	–	–	–	–
Transfers and grants	274	495	378	2 242	2 856	2 856	2 704	3 059	3 751
Other expenditure	18 380	18 439	24 159	37 958	36 638	47 955	39 523	45 697	50 266
Total Expenditure	38 392	42 299	51 995	74 845	84 335	95 501	78 017	86 152	95 010
Surplus/(Deficit)	(3 803)	2 063	4 551	186	(5 481)	(16 648)	2 105	8 267	7 626
Transfers recognised - capital	19 683	11 749	21 252	27 317	29 042	29 042	32 082	37 288	41 017
Contributions recognised - capital & contributed assets	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	15 880	13 812	25 803	27 503	23 561	12 394	34 187	45 555	48 643
Share of surplus/ (deficit) of associate	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	15 880	13 812	25 803	27 503	23 561	12 394	34 187	45 555	48 643
Capital expenditure & funds sources									
Capital expenditure	**19 683**	11 749	21 252	61 478	62 123	62 123	40 994	44 075	48 482
Transfers recognised - capital	**19 683**	11 749	21 252	86 613	87 658	87 658	34 209	37 317	41 049
Public contributions & donations	**–**	–	–	–	–	–	–	–	–
Borrowing	**–**	–	–	12 100	15 000	15 000	4 200	4 200	4 200
Internally generated funds	**–**	–	–	21 705	13 000	13 000	2 585	2 558	2 558
Total sources of capital funds	**19 683**	11 749	21 252	120 418	115 658	115 658	40 994	44 075	47 806
Financial position									
Total current assets	**8 285**	13 092	44 741	33 169	37 391	37 391	34 899	37 381	39 811
Total non current assets	**75 975**	90 385	104 809	187 581	187 581	187 581	207 182	249 881	274 863
Total current liabilities	**9 967**	14 307	36 159	21 881	21 881	21 881	13 677	7 445	8 040
Total non current liabilities	**9 194**	10 260	8 688	8 567	8 857	8 857	11 679	9 972	9 344
Community wealth/Equity	**65 099**	78 911	104 704	115 972	115 972	115 972	177 158	222 371	244 608
Cash flows									
Net cash from (used) operating	**18 633**	22 780	53 187	40 585	33 524	33 524	(18 391)	(22 858)	(25 531)
Net cash from (used) investing	**(20 487)**	(24 036)	(20 336)	(60 248)	(59 598)	(59 598)	(66 273)	(71 901)	(80 191)
Net cash from (used) financing	**(853)**	1 513	(1 612)	10 237	13 137	13 137	1 400	(3 500)	(3 500)
Cash/cash equivalents at the year end	**1 215**	1 472	32 711	31 897	28 385	28 385	(41 942)	(140 201)	(249 423)
Cash backing/surplus reconciliation									
Cash and investments available	**3 036**	8 551	39 781	28 422	32 643	32 643	31 101	34 226	36 298
Application of cash and investments	**4 398**	8 851	19 900	16 305	16 242	16 242	7 730	1 961	1 634
Balance - surplus (shortfall)	**(1 363)**	(300)	19 881	12 117	16 401	16 401	23 371	32 265	34 663
Asset management									
Asset register summary (WDV)	**47 819**	13 095	14 401	141 068	141 068	141 068	157 882	197 627	215 804
Depreciation & asset impairment	**3 392**	4 357	5 912	6 528	6 617	6 617	6 433	6 626	7 288
Renewal of Existing Assets	**–**	–	–	–	–	–	–	–	–
Repairs and Maintenance	**1 240**	1 556	873	5 975	9 575	9 575	7 418	6 771	8 168
Free services									
Cost of Free Basic Services provided	**–**	–	–	–	–	–	–	–	–
Revenue cost of free services provided	**–**	–	–	–	–	–	–	–	–
Households below minimum service level									
Water:	–	–	–	–	–	–	–	–	–
Sanitation/sewerage:	–	–	–	–	–	–	–	–	–
Energy:	–	–	–	–	–	–	–	–	–
Refuse:	–	–	–	–	–	–	–	–	–

8.3 GRANTS AND SUBSIDIES

For the 2014/15 finacial year, Maphumulo Municipality will receive capital and operational grants as detailed in the table below;

8.3.1 Capital and Operational Grants

	BUDGET 14/15	BUDGET 15/16	BUDGET 16/17
Grants – Operational			
Equitable Share	61 091 000.00	74 554 000.00	74 142 000.00
FMG	1 800 000.00	1 950 000.00	2 100 000.00
Municipal System Impro Grant	934 000.00	967 000.00	1 018 000.00
EPWP	1 000 000.00		
Sports	2 100 000.00		
	66 925 000.00	**77 471 000.00**	**77 260 000.00**
Grants – Capital			
Corridor Development			
Mun Infrastructure Grant	21 070 000.00	21 862 000.00	22 676 000.00
TOTAL	**21 070 000.00**	**21 862 000.00**	**22 676 000.00**

8.3.2 Grant Dependency

YEAR	GRANT DEPENDENCY
2010	91%
2011	86%
2012	84%
2013	83%

8.4 INDIGENT SUPPORT

An Indigent Policy is in place as part of the Debt Collection and Credit Control Policy, and the municipality is in the process of registering indigent households. Once the process has been completed the municipality will then be in a position to compile an indigent register. Lessons already learnt with indigent registration point out to the fact that the municipality has to set its policy framework and communicate it to residents to enable them to play their role in the process, which is to come to the fore and register on the indigent register. The municipality has devised innovative means of identifying indigent households using ward committee structures, but it has proven difficult to reach each and every household. A challenge also remains in terms of balancing the budget that national government provides to the municipality to cater

for the poor sections of the society as part of the equitable share and the number of the people that are defined as indigent locally as there is no universal threshold for the indigent.

The following financial characteristics, issues and challenges impact on the future development of the municipality and still require attention:

- A need to develop a financial strategy that will assist in enhancing a revenue base and to ensure financial viability of the Council.
- Expediting the formalization of the Maphumulo Town create a rates base for the municipality and attract investment to stimulate economic growth and development.
- The municipality has to comply with the legislation and regulations requiring budget reform, the implementation of GAMAP, sound financial management, and financial reporting.

8.5 REVENUE ENHANCEMENT AND PROTECTION SERVICES

The Revenue Enhancement Strategy will be reviewed in 2014/15 financial year.

8.6 CAPABILITY TO EXECUTE CAPITAL PROJECTS

To be included in Final IDP

8.7 MUNICIPAL CONSUMER DEBT POSITION

Following table illustrates the consumer debt position experienced in the past three years;

Categories	2013	2012	2011
Commercial	R3 038 781	R1 547 783	R490 618
Government	R1 791 105	R1 221 585	R 2.475 592
PSI	R11 766	R 6 315	R 2 525
Other	R2 021	R 213 158	R53 717
Ingonyama	R0	0	R1. 251 683
TOTAL	R4 843 673	R 2.988 841	R 4. 274 135

Year	30 days	60 – 90 days over	120 days
2013	405 389	194 709	1 583 233
2012	502 894	486 203	1 999 744
2011	3 909 949	160 517	203 669
2010	1 782 959	435 638	157 514

8.8 CURRENT PLANNED AND BORROWING

CURRENT		PLANNED	
Institution	**Amount**	**Institution**	**Amount**
FNB	R6537555	**ABSA Bank**	R15 000 000
Wesbank	R1334158		
TOTAL	**R7 871 713**	**TOTAL**	**R15 000 000**

8.9 SUPPLY CHAIN

Maphumulo Municipality has established all SCM Bid Committees which are functional and guided by the SCM Policy, prepared and adopted by the Council

8.10 RISK MANAGEMENT

Two risk management meetings have been held and the risks were mapped out and action plans formulated for each department so that actions can be taken. Action plans translated into PMS so that they can be monitored frequently. Risk and Compliance officer is in the process of being employed. Interviews have been held In March 2014 and the process is awaiting Acting MM to effect appointment.

8.11 SWOT ANALYSIS

Strength	**Weakness**
• Improvement in audit opinion. • Ability to spend grants and subsidies received. • Compliance with Acts and regulations, policies and by-laws.	• Lack of revenue enhancement strategy. • Absence of a revenue base. • Grant dependency
Opportunities	**Threat**
• Attraction of investors as town is established. • Clean audit with no matters of emphasis in 2014. • Re-demarcation of Kranskop and Kwasizabantu area to Maphumulo. • Buying bulk and distributing electricity. • Establishing traffic and licensing department.	• Majority of land is owned by Ingonyama Trust not paying rates. • Lack of Revenue strategy

SECTION I GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Maphumulo Municipality is comprised of 11 wards with 11 ward Councillors. All wards are constituted of ward committees which are chaired by the ward Councillor of that particular ward. Ward committees are established in terms of section 73 of the Local Government Municipal Structures Act, Act 117 of 1998. This structure is important in fulfilling the requirements of community participation envisaged in chapter 4 of the Local Government Municipal Systems Act, Act 32 of 2000.

One ward has been declared non-functional due to the non-attendance of meetings by its members. The municipality has also undertaken the process of filing the vacant posts of ward committees and is in the process of conducting by-elections to fill the vacancies. The process has already started but has been delayed by the fact that the officials from the IEC are busy with the preparations of the National elections. The municipality holds the by-elections together with IEC.

9.1 IMPLEMENTATION OF SUKUMA SAKHE

The Operation Sukuma –Sakhe was launched in July 2009 as the key provincial anti-poverty strategy grounded on the philosophy of an integrated service delivery model. The local task team for the municipality has managed to establish Ward Task Teams in all war rooms, which are functional, subject to the following challenges;

- Poor attendance of stakeholders in war room meetings
- Lack of resources such as electricity and computers at war rooms
- Lack of research expertise by volunteers who are conducting profiling
- Lack of human resources especially for analysis, capturing and other administrative

The above mentioned challenges result in late submissions for filled questionnaires to the District Task Team and it also result in unreliable information that is collected through household profiling.

In an attempt to address the mentioned challenges Maphumulo Municipality and the Department of Social Development appointed unemployed graduates with community development qualification to properly implement the programme.

In spite of the challenges mentioned above, the following are a list of the achievements to date.

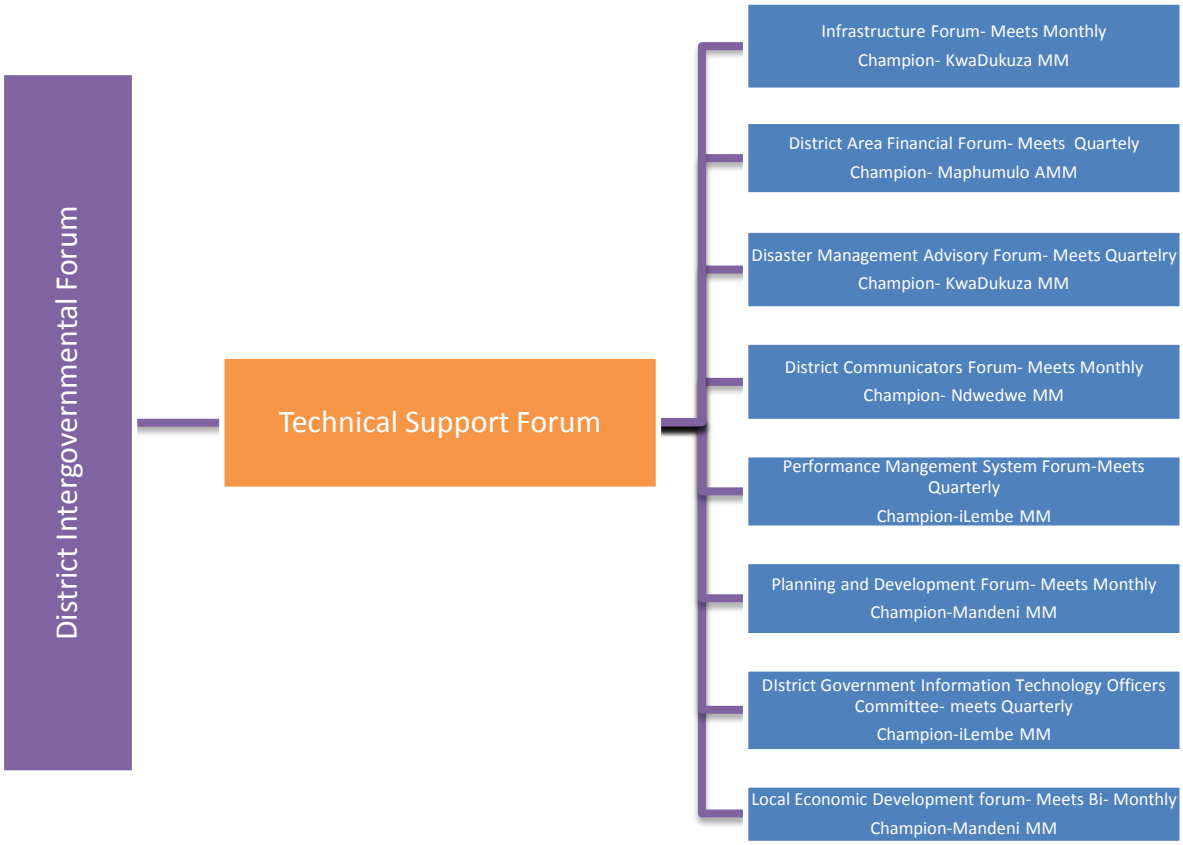
- Construction of houses for households identified to be in a critical condition
- Registration of grants for the qualifying individuals
- Placing of household change agents in the following government interventions:
- Community Work Programme 1100 people
- NYS Programme (artisan training) 12 people
- Skills development training 15 people
- Sport Facility Caretaker Programme 2 people

Other employment opportunities are provided through capital projects that are implemented throughout the municipal area. Hopefully the appointment of interns will improve the administration of the programme as well the delivery of the required services.

9.2 IGR

Intergovernmental Relations (IGR) as provided by the Intergovernmental Relations Framework Act, 2005 prescribes the requirements for ensuring a co-operative and coordinated service delivery within all 3 spheres of government.

The organogram below illustrates the hierarchy of the IGR structures implemented by the family of municipalities within iLembe



9.3 MUNICIPAL STRUCTURES

9.3.1 WARD COMMITTEES

The municipality has 11 ward committee comprised of 1 member each. They are constructed in terms of the Municipal Structures Act and play a vital role in communicating the aspirations and concerns of the community to the Council. These structures are in the process of formulating Ward Based Planning with the assistance from COGTA. Their activities is regulated by the ward operation plan which details how and when they should meet and deliberate on community issues.

Currently one ward committee is non-functional and its issues are being attended to with the assistance from COGTA.

9.3.2 IDP REPRESENTATIVE FORUM

Represents all stakeholders and is as inclusive as possible. Efforts are continuously made to bring additional organisations into the RF and to ensure their continued participation throughout the IDP process. The representative forum will meet as indicated in the IDP Action Plan and Programme.

The composition of this Representative Forum is as follows:

- Councillors
- Traditional leaders
- Ward Committee representatives
- Senior municipal officials
- Stakeholder representatives of organised groups
- Advocates of unorganised groups
- Resource persons
- Other community representatives
- National and Provincial Departments regional representatives
- NGO's
- Parastatal organisations
- iLembe District Municipality

9.3.3 MUNICIPAL PUBLIC ACCOUNTS COMMITTEE

This committee is formed in terms of section 79 of the Municipal Structures act and reports directly to Council. It meets quarterly to deal with financial issues as well as preparing the oversight Report to Council. It is responsible to make sure that the financial affairs of the municipality are in good state.

9.3.3 AUDIT COMMITTEE

This committee is formed in terms of the Municipal Financial Management Act to thoroughly scrutinize the affairs of the municipality and hold management to account for any irregularities that may have occasioned. It is comprised mostly of outside people with expertise and meets at the minimum of four times a year. Its duties also includes commenting on the annual Report and managing the functioning of internal audit

9.4.4 INTERNAL AUDIT UNIT

This unit is required in terms of the MFMA to give assurance about the activities of the municipality and whether internal controls are functioning as intended. In our municipality this unit outsourced to the outside firm. The unit prepares a three year rolling internal audit plan which is risk based. It is this plan that determines what the unit will be doing during the financial year. The unit operates in terms of the internal audit charter. The unit reports functionally to the Audit Committee and operationally to the municipal manager

9.4 MUNICIPAL BYLAWS AND POLICIES

Policies	Completed	Adopted	Adoption year	Date of next review
Supply Chain Management Policy	√			
IDP Process plan	30 Sept 2013	To be adopted	2014	30 Sept 2014
Indigent Policy				
Employment Equity Plan			2014	April 2015
Skill Development Plan	30 April 2014	To be adopted	2014	April 2015
Fleet Management Policy				
Study leave				
Telephone and Cell phone Policy				2014/15
Annual leave policy				2014/15
Acting allowance policy				2014/15
Overtime policy				2014/15
Remuneration policy.				2014/15
Recruitment and retention policy.				2014/15
Cash Management and Investment Policy				2014/15
Performance Management Policy				2014/15
Asset Management Policy				2014/15
Advertising Policy				2014/15
Tariff Policy				2014/15

9.5 PUBLIC PARTICIPATION

Communication Strategy is out-dated and will be reviewed in the 2014/15 financial year.

9.6 SWOT ANAYLSIS

STRENGTH	WEAKNESS
• Efficient ward committee system through • continuous training • Strong and continuous community engagement and participation during the IDP formulation process • Good relations with the community • Effective community engagement/consultation and participation via community meetings and ward committees • Good relations between Municipal officials and Councillors • Politically stable environment	• Poor level of Service delivery by contractors. • Inadequate human resource capacity • Lack of critical skills amongst local people • Difficulty to retain and lure skilled people to work for the Municipality (as situated in rural area). • Uneven topography making it difficult to access and render services. • Records management system not effective • No Indigent register to easily identify poorest communities for assistance coordination. • Poor oversight role by Council structures • SCM policies not fully implemented • Poor road conditions to reach community for communication and service delivery
OPPORTUNITIES	**THREATS**
• CDW's (available resource al local ward • level) to assist with reporting • Enhanced service delivery • Increase in participation by youth	• Inefficiency to municipal systems as a result of non-implementation of SCM policies • Inability to attract qualified and experienced • personnel hugely hinders service delivery • Lack of records management system may • result to loss of important documents • Poor service delivery due to inadequate funding.

SECTION J – SPATIAL PLANNING AND ENVIRONMENTAL MANAGEMENT

10.1 SPATIAL DEVELOPMENT FRAMEWORK

In terms of Section 26(e) of the Municipal Systems Act, Act No. 32 of 2000, (MSA) Chapter 5 lists an SDF as a core component of an Integrated Development Plan and requires that the SDF provides basic guidelines for the development of schemes in Municipalities. Section 24(1) requires Municipalities to align their planning with National and Provincial planning, as well as with that of neighbouring Municipalities.

In 2013, the municipality began the process to review the Spatial Development Framework as part of the IDP requirement. Currently the Municipality has a draft SDF document that will be concurrently adopted with the 2014/15 IDP. The SDF aims to provide guidelines in terms of current and future developments in the Municipality aligned with National, Provincial and the recently adopted iLembe Regional Spatial Development Plan.

10.2 NTUNJAMBILI AREA BASED PLAN

Ntunjambili forms part of the Ngcolosi Traditional Council area and is accessed off P15-1 linking Kranskop to the south and Nkandla and Eshowe to the north. The settlement is located above the escarpment, after which the slope drops sharply towards the UThukela River at the bottom.

Ntunjambili has a rich history dating from the era of King Shaka Zulu and the formation of the Zulu-Nation through wars of resistance against the invasion of Zululand by the Voortrekkers to the introduction of Christian religion through missionaries. However, most of this remains untapped and poorly developed as heritage and tourism products.

Over the last few years, Ntunjambili has grown substantially with a number of households locating within the area. This could be attributed to the now defunct shoe factory which created a perception of employment opportunities, better access to public facilities such as public hospital and schools, relatively good road access (both local and regional), improved access to basic services such as electricity and water, and proximity to Kranskop Town.

Through the assistance from CoGTA – KZN, Maphumulo received a grant fund from the Department to prepare an Are Based Plan for the area of Ntunjambili. In December 2013, the ABP was successfully adopted by Council. Moving forward the ABP forms an integral part of a suite of plans that will guide the transformation and future development of Ntunjambili area into a sustainable human settlement. It is a flexible and adaptable plan than will be reviewed continuously to cater for changes in development trends and patterns, progress with the implementation of the plan and strategic planning as undertaken by Maphumulo Municipality. As such, the municipality will monitor and assess the impact of the NABP on development.

10.3 ENVIRONMENTAL MANAGEMENT

10.3.1 PROMOTION OF INTERGRATED PLANNING

Sustainable development is commonly defined as a development that meets the needs of the present generation without compromising the ability of future generations to meet their own needs. In this definition there are three dimensions namely the social; environmental and economic. These three aspects of sustainable development are interconnected and interdependent to the extent that if any one of these elements is ignored or is over emphasized, it will destabilize the whole. This approach to development emphasizes the need for integrated planning.

iLembe District Municipality has recently finalized the Environmental Management Framework (EMF).

The EMF will serve as a management and decision-making tool that provides authorities with information about the 'state of the environment' and the associated planning parameters. It will identify and spatially represent areas of potential conflict between sensitive environments and development proposals thus assisting in integrating social, economic and environmental factors into planning. The EMF will be incorporated into relevant planning documents such as Integrated Development Plans (IDPs), Strategic Development Frameworks (SDFs) and LUMS.

More specifically, the EMF will:

- Describe the environmental attributes;
- Assess attributes in terms of their relative sensitivity to development, highlighting potential opportunities and constraints/threats,
- delineate the potential sensitivity;
- Identify areas (or zones) where environmental authorisation will be required for certain activities in terms of the NEMA Regulations (2010); and
- Establish a management framework and plan that guide's decision-making.

10.3.2 BIODIVERSITY MANAGEMENT

Areas of conservation values have been identified by the EMF and recommended that such areas should be incorporated under the stewardship program. It is then the responsibility of the Maphumulo Municipality to verify the possibility of entering into agreement with the Ezemvelo KZN Wildlife regarding forming a community-based nature reserves.

Invasion of alien species is also another challenge facing the Maphumulo Municipality. It is the intention of the Municipality to bring this concern to other state organs dealing with alien species. Department of Agriculture and Environmental Affairs will be first to be approached by the Municipality regarding this challenge.

10.3.3 WASTE MANAGEMENT

The Municipality is aware of the need to comply with objectives of the Waste Management Act, National Waste Management Strategy and other related waste management policies. The National Waste Management Strategy requires all stakeholders, involved in Waste Management must implement goals and targets of the strategy, are as follows;

a) Goal 1: Promote waste minimisation, re-use, recycling and recovery of waste

b) Goal 2: Ensure the effective and efficient delivery of waste services

c) Goal 3: Grow the contribution of the waste sector to the green economy

d) Goal 4: Ensure that people are aware of the impact of waste on their health, well-being and the environment

e) Goal 5: Achieve integrated waste management planning

f) Goal 6: Ensure sound budgeting and financial management for waste services

g) Goal 7: Provide measures to remediate contaminated land

h) Goal 8: Establish effective compliance with and enforcement of the Waste Act

Compliance with Waste Management Act

Municipalities are expected to comply with Sections, 11, 60 and 63 of the Waste Management Act.

Preparation of the Integrated Waste Management Plans

Section 11 of the Waste Management Act requires producers of waste to prepare Integrated Waste Management Plans (IWMPs). The IWMP should include the current status of the waste management, including the demographic information and the desired state and include action plans to implement as a strategy to achieve the desired state.

Currently, Maphumulo Municipality is in the process of finalising the IWMP. There after the Municipality will prepare waste management bylaw with will assist in the implementation of the Waste Management Policies.

Designation of Waste Management Officers

Currently there is no waste management officer within the Municipality. However, the discussion is underway regarding the employment of a waste management officer. This individual will be responsible for the waste management function including performing waste management officer function as required by the Waste Management Act.

Due to the absence of Waste Management Officer (WMO) within the Maphumulo the municipality is not reporting about waste management produced within Municipality as required by section 63 of the Act. The WMO is expected to develop waste management information system. The next function is to report to the National Department of Environmental Affairs regarding waste activities within the Municipality.

Waste Management Programs

The National Department of Environmental Affairs has introduced the **Youth Jobs in Waste Program** which all our Local Municipalities are part of. It is through this program where the Municipality will make attempts to improve on waste management including developing programs dealing with illegal dumping.

10.3.4 RESPONDING TO CLIMATE CHANGE

In responding to impacts of climate change, the United Nations Framework Convention on Climate Change (UNFCCC) was adopted in 1992 during the **Rio Summit**, as the basis for a global multilateral response to deal with the threat of human caused (anthropogenic) climate change. The objective of the UNFCCC is to stabilize the greenhouse gas concentrations in the atmosphere at a level that would prevent dangerous anthropogenic interference with the climate system. Two separate but related options have been suggested to address climate change, that is, **mitigation** and **adaptation**.

Adaptation refers to the efforts made to cope with actual change (**reactive adaptation**) as well as of adjusting to expected (**proactive adaptation**) change. In practice, adaptation is climate-resilient development and natural resources management which consists of five key components: (i) observation, (ii) the assessment of climate impacts and vulnerability; (iii) planning for adaptation; (iv) the implementation of adaptation measures; and (v) the monitoring and evaluation of adaptation actions.

Mitigation on the other hand refers to any anthropogenic interventions that can either reduce the sources of greenhouse gas (GHG) emissions (abatement) or enhance their sinks (sequestration means the removal of carbon dioxide from the atmosphere). Mitigation suggests the need to understand the emission of the Greenhouse in that particular area and quantification thereafter. The process of quantifying the GHG is referred to as the **Greenhouse Gas Emission Inventory**, which is the counting of the amount of pollutants discharged into the atmosphere in that particular region at a particular period.

The Municipality intends to prepare its Climate Change Response Strategy during the next financial year, which will also include the undertaking of the vulnerability assessment and greenhouse gas inventory.

10.3.5 GREEN ECONOMY

To encourage the implementation of green economy program , South Africa has developed the **New Growth Path Strategy** which sets a goal of five million new jobs by 2020 with a target of 300 000 direct jobs from the green economy, with 80 000 in manufacturing and the rest in construction, operations and maintenance of new environmentally friendly infrastructure.

The Department of Economic Development and Tourism is the lead Department on the Green Economy program. Quarterly meetings are held annually to develop a program of action and to monitor progress. For this current year some of the following programs will be implemented within Maphumulo Municipality, that is:

a) Solar Water Heater Roll Out Program;

b) Provincial Renewable Energy Independent Power Producers Program;

c) V- Nama Energy Efficiency Projects

d) Renewable Energy projects;

e) Sugar and bioethanol projects

10.3.6 ENVIRONMENTAL INTEGRATED GOVERNMENTAL RELATIONS (IGR) ENGAGEMENTS

The following structures exist within the region of which the municipality forms part of:

Structure Name	Meetings	Stakeholders	Main Objectives
Planners Forum	Monthly meetings	Department of Environmental Affairs, Department of Cooperative Governance and Traditional Affairs, Department of Mineral Resources, Department of Water Affairs, Department of Agriculture and Environmental Affairs, iLembe District, Local Municipalities,	To discuss wide range of issues affecting Planning and the development of planning tools such Urban Edge, SDF and other planning tools

10.3.7 ENVIRONMENTAL EDUCATION, AWARENESS PROGRAMS

Several environmental awareness programs are currently underway within the Municipality. Departments that are playing a role are the Department of Health (with their program called clean schools), the Department Agriculture and Environmental Affairs and others. These efforts are gearing towards strengthening the knowledge base of environmental management across all societal groups and sectors. Other educational initiatives taking place annually cover celebration of environmental calendar days such as keeping our rivers clean, Water Week, and information sessions for general environmental education for the public and clean-up campaigns.

The Department of Agriculture and Environmental Affairs has been running with environmental awareness program within the District for since 2009 to promote green schools and green learning activities focusing on Schools around the District including Maphumulo. Although efforts has made on environmental education and awareness to date the focus has been on Schools. It important to include other partners such as the community, amaKhosi and others to focus on:

a) Promotion of land stewardship and food growing programs;

b) Implementation of local tourism projects;

c) Implementation of sustainable production of traditional medicines;

d) Implementation of local waste collection/recycling initiatives;

e) Supporting alternative business models such as cooperatives and community associations

Health and Environmental Education through Arts Project

DramAidE (Drama AIDS Education) has identified two schools within the Maphumulo to participate in their program. It is the intention of the program to train such schools into Eco-Schools. This is an independently funded agency of the Universities of Zululand and KwaZulu-Natal (Durban). The Municipality sees this project as a vehicle for environmental education and awareness.

10.4 TOWN PLANNING SCHEME

The preparation of the Maphumulo LUMS was informed by the need to promote co-ordinated, harmonious, and environmentally sustainable development. A land use management system, in its broader sense, refers to all of the actions required by a municipality to manage land. Some of the key elements of a comprehensive land use management system are as follows:

- ✓ Spatial Development Framework;
- ✓ Land Use Management Framework and Planning Schemes;
- ✓ Rates database;
- ✓ Cadastral and property database;
- ✓ Information regarding the provision of services;
- ✓ Property ownership and tenure;
- ✓ Environmental issues and requirements, and
- ✓ Transportation requirements

Currently the Maphumulo Municipality is initiating a process to develop a Rural Land Use Management System. The Rural Land Use management System will enable the municipality to administer land use development outside urban areas and to ensure sustainable development.

LONG TERM VISION

11.1 VISION

The municipality's "Vision 2017" is:

"TO BE A CATALYST FOR A SUSTAINABLE SOCIAL ECONOMIC DEVELOPMENT, FOR A BETTER LIFE FOR ALL"

11.2 MISSION STATEMENT

Maphumulo Municipality aims to work towards achieving its long-term vision by:

- Creating an enabling environment for economic development
- Empowering municipal staff and social stakeholders
- Ensuring the participation of marginalized community especially women, youth, disabled and HIV/Aids infected and affected
- Ensuring a clean and safe environment

11.3 VALUES AND PRINCIPLES

The municipality will continue to be driven by and observe the following service delivery principles of Batho Pele:

- Showing compassion and care to all municipal customers.
- Treating all residents with equality, integrity and respect they deserve.
- Attending and responding to all queries efficiently.
- Conducting the municipal business processes in an ethical and professional manner.

11.4 MUNICPAL PRIORITIES

On the basis of the situational analysis conducted during the review, and to address the development constraints listed earlier in the plan, the municipality has identified the following as priorities for the 2014/15 financial year;

MAPHUMULO KEY PRIORITIES	
Service Delivery and Infrastructure Development	Water and sanitation provision Road construction, upgrade and maintenance Electricity supply Eradicating housing backlogs
Local Economic Development	Create jobs and alleviate poverty Access to agricultural markets Development of SMME Informal economy
Financial Management and Viability	Enhancing Municipal revenue Clean audit Reducing grant dependency
Good Governance and Public participation	Addressing the development needs of special groups (youth, women, disabled, and the elderly) Provision of social facilities and services
Institutional Development and Transformation	Implementation of municipal organogram Capacity building for municipal staff Filling of critical vacant posts Strengthening public participation in municipal affairs
Spatial Planning and Environmental Management	Maphumulo Town formalisation and Development Land Use Management Refuse Removal and Waste Management

11.5 DEVELOPMENT OBJECTIVES

Towards the achievement of its long-term vision, and as informed by the priority issues confirmed through the situational analysis, the municipality has crafted a set of broad development objectives to create a sense of focus around key priority issues. These development objectives are aimed at bridging the gap between the current priorities or challenges and the municipality's long-term vision by offering a high-level of what needs to be achieved in the short to medium term. The following are the development objectives that the municipality has set:

To enhance revenue and to ensure financial viability and sustainability for Maphumulo Municipality
To improve the organisational development capacity of the municipality to render effective service delivery;
To reduce infrastructure and services backlog and to establish a high quality environment with the associated physical infrastructure
To improve the quality of life of the community by providing them with decent housing and to ensure that each housing project is linked to the improved water supply, sanitation, roads, health services as well as amenities such as education, community halls and basic recreational facilities
To utilize the municipal areas agricultural potential to the maximum
To promote Maphumulo as a tourism destination
To promote local economic development and growth in Maphumulo through the identification and facilitation of economic opportunities
To improve the quality of life of the community through providing them with community facilities and housing and contain the HIV/Aids epidemic in the area To ensure that residents live within a safe environment
To improve the quality of the natural environment and promote co-ordinated and orderly spatial development
To deepen democracy and strengthen democratic institutions

11.6 ALLIGNMENT MUNICIPAL OBJECTIVES TO THE PGDS

11.6.1 JOB CREATION

PGDS	NATIONAL KPA	MLM OBJECTIVE	STRATEGEY
JOB CREATION	LOCAL ECONOMIC DEVELOPEMNT	**To promote local economic development and growth in Maphumulo through the identification and facilitation of economic opportunities**	• Community Works Programme • Extended Public Works Programme • Development of an LED strategy • Provide SMME support • Development of a policy directed towards the informal economy
		To utilize the municipal areas agricultural potential to the maximum	• Provide access to agricultural markets • Support the formulation and registration of co-operatives
		To promote Maphumulo as a tourism destination	• Development of a tourism strategy

11.6.2 STRATEGIC INFRASTRUCTURE

PGDS	NATIONAL KPA	MLM OBJECTIVE	STRATEGEY
STARTEGIC INFRASTURTURE	BASIC SERVICE DELIVERY AND INFRASTURCTURE	**To improve the quality of life of the community by providing them with decent housing and to ensure that each housing project is linked to the improved water supply, sanitation, roads, health services as well as amenities such as education, community halls and basic recreational facilities**	• Facilitate in the provision of water • Facilitate in the provision of sanitation • Facilitate in the provision of rural housing • Construction of roads • Development of a housing sector plan • Provision of electricity • Construction of the new & Maintenance of existing sport facilities • Construction of community facilities
		To reduce infrastructure and services backlog and to establish a high quality environment with the associated physical infrastructure	• Facilitate in the provision of water • Facilitate in the provision of sanitation • Facilitate in the provision of rural housing

11.6.3 GOVERNANCE AND POLICY

PGDS	NATIONAL KPA	MLM OBJECTIVE	STRATEGEY
GOVERNANCE AND POLICY	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	**To deepen democracy and strengthen democratic institutions**	• Review of the Communication Strategy • Provision of social facilities and services • Facilitate communication with the community • Facilitate participatory ward committees • Promote programmes directed at special groups (youth, women, disabled, and the elderly) • Implementation of the Disaster Management Plan

11.6.4 HUMAN RESOURCE DEVELOPMENT

PGDS	NATIONAL KPA	MLM OBJECTIVE	STRATEGY
HUMAN RESOURCE DEVELOPMENT	MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	**To improve the organisational development capacity of the municipality to render effective service delivery;**	• Implement new municipal organogram • Filling of critical positions • Development and review of Policies • Implementation of Organisational Performance Management • Implementation of a skills development plan. • Compliance with Section 46 of the Municipal Systems Act.

11.6.5 SPATIAL EQUITY AND ENVIRONMENTAL SUSTAINABILITY

PGDS	NATIONAL KPA	MLM OBJECTIVE	STRATEGEY
SPATIAL PLANNING AND ENVIRONMENTAL SUSTAINABILITY	SPATIAL PLANNING AND ENVIROMENTAL MANAGEMNET	**To improve the quality of the natural environment and promote co-ordinated and orderly spatial development**	• Implementation of the Planning and Development Act • Land use management – wall to wall scheme • Review of the Spatial Development Framework

11.6.6 FINANCE

PGDS	NATIONAL KPA	MLM OBJECTIVE	STRATEGEY
GOOD GOVERNANCE	FINANCIAL VIABILITY	**To enhance revenue and to ensure financial viability and sustainability for Maphumulo Municipality**	• Develop a financial plan • Develop a revenue enhancement strategy • Comply with section 71 and 72 of the MFMA • Review the valuation roll

IMPLEMENTATION PLAN

The following table represent the MTREF roll out of capital projects for Maphumulo Municipality.

Table format of all capital projects from MLM and sector Departments

SECTOR ALLIGNMENT

13.1 DEPARTMENT OF HEALTH

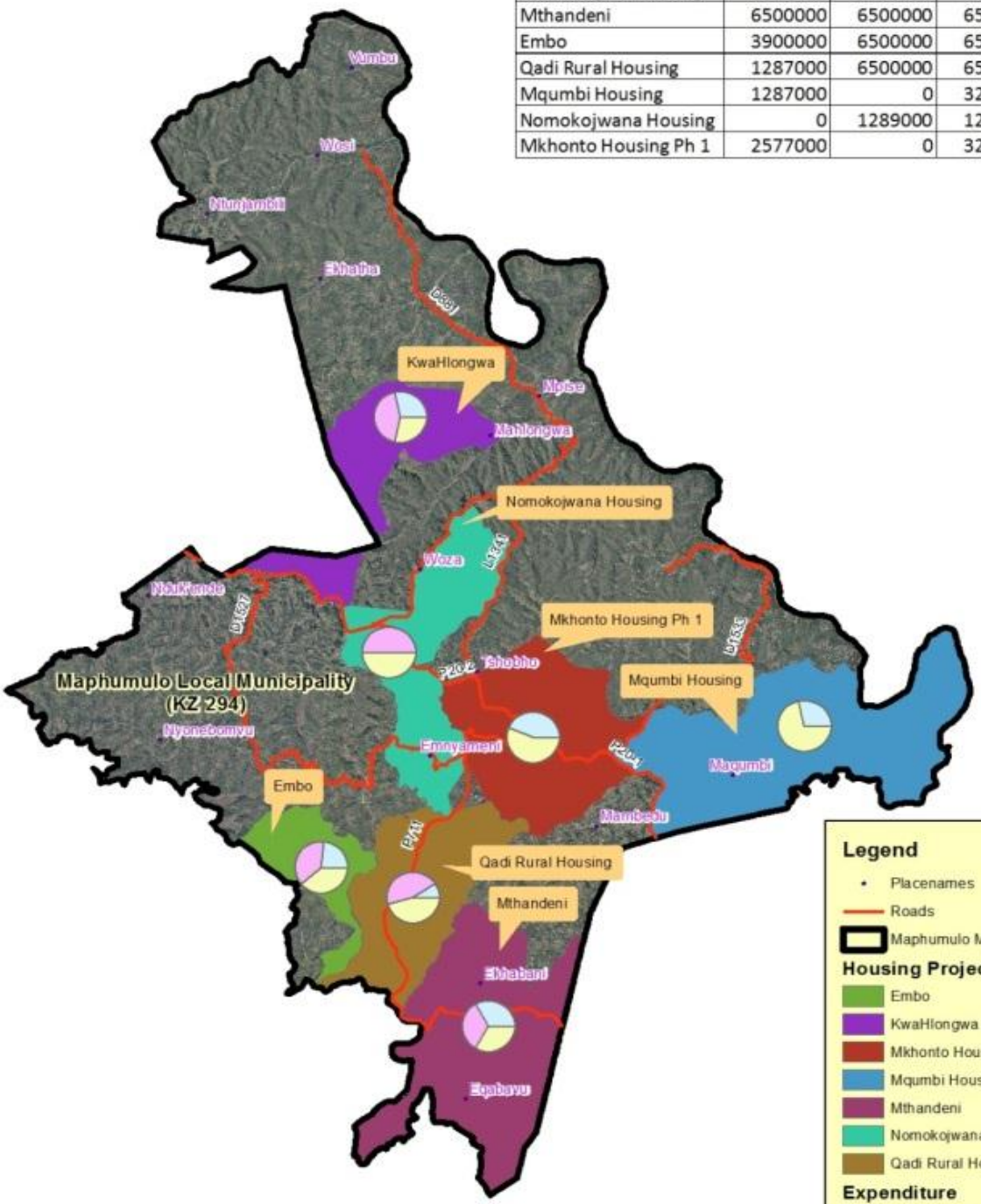
Name of Project	Ward	Status of Project	MTEF 3 Year		
			2014/15	2015/16	2016/17

13.2 DEPARTMENT OF HUMAN SETTLEMENT

Name of Project	Municipality	Ward No.	Status	MTEF 3 Year		
				2013/14	2014/15	2015/16
Nombokojwana Rural Project on ITB land consisting of 1000 40 sqm units.	Maphumulo	9 , 10	Planning	1935		822
Embo		2 , 5	Planning	5600	7000	3500
KwaHlongwa Rural Housing Project		3	Implement ation	10500	7000	7000
Kwa-Zubane		3, 5 11	Planning	3500	4900	4900
Maqumbi		6, 11	Planning	3500	3250	7000
Mthandeni		17	Implement ation	7000	7000	7000
Mkhonto		8	Planning	4900	7000	7000

iLembe District Municipality
MTEF Human Settlements 2013-2016

PROJECT NAME	2013_2014	2014_2015	2015_2016
KwaHlongwa Housing	6500000	9750000	6500000
Mthandeni	6500000	6500000	6500000
Embo	3900000	6500000	6500000
Qadi Rural Housing	1287000	6500000	6500000
Mqumbi Housing	1287000	0	3250000
Nomokojwana Housing	0	1289000	1289000
Mkhonto Housing Ph 1	2577000	0	3250000



13.3 DEPARTMENT EDUCATION

PROGRAMME & PROJECT DESCRIPTION	PROJECT STAGE	GPS CO-ORIDINATES (DECIMAL DEGREES)		MTEF (2014/2017)		
		X	Y	2014/2015 R (000)	2015/2016 R (000)	2016/2017 R (000)
AMAPHUPHESIZWE S	DESIGN	29.13867	31.04842	12 000	12 000	12 000
BALCOMB'S HILL P	DESIGN	29.10497	30.99759	10 000	10 000	10 000
KHOMBA P	DESIGN	29.0863	30.93934	10 000	10 000	10 000
HLANGABEZA H	DESIGN	28.89739	31.02384	12 000	12 000	12 000
MANGONGO JP	DESIGN	29.02791	31.12316	10 000	10 000	10 000
VELANGEZWI H	DESIGN	29.23176	31.03134	12 000	12 000	12 000
NOKUBUSA P	DESIGN	28.97508	31.03382	10 000	10 000	10 000
OTIMATI P	DESIGN	29.154917	31.147333	10 000	10 000	10 000
PHEZUKOMKHONO H	DESIGN	29.08666	30.97028	12 000	12 000	12 000
SIPHINHLANHLA H	DESIGN	29.199867	31.08235	12 000	12 000	12 000
SIBANISETHU P	DESIGN	29.08749	30.96968	10 000	10 000	10 000
SABUYAZE H	DESIGN	29.71501	30.96863	12 000	12 000	12 000
BONGINKOSI P	DESIGN	29.11945	31.01154	12 000	12 000	12 000
INKONJANE S	DESIGN	29.166467	31.127317	12 000	12 000	12 000
ESIHLUSHWANENI C	DESIGN	29.06123	31.08102	12 000	12 000	12 000
MEHLOMLUNGU JS	DESIGN	28.96569	30.99927	12 000	12 000	12 000
DANGAZELA P	DESIGN	29.16767	30.96206	10 000	12 000	12 000
NGCOLOSI S	DESIGN	28.94562	30.94395	12 000	12 000	12 000
SAYIZI NTULI JP	DESIGN	29.170017	31.096346	10 000	10 000	10 000
KHOMBA P	DESIGN	29.0863	30.93934	1000	1000	1000
ESINDI P	PRE-PLANNING	29.20393	30.99157	0	1000	1000
IMUSHANE P	PRE-PLANNING	29.23493	31.11217	0	1000	1000
NSONGANSONGA P	PRE-PLANNING	29.166933	31.115433	0	1000	1000
SONDOKHULU P	PRE-PLANNING	28.987666	31.062246	0	1000	1000
UMPHUMULO P	PRE-PLANNING	29.13649	31.03935	0	1000	1000
UNTUNJAMBILI P	PRE-PLANNING	28.93954	30.94476	0	1000	1000
WOZA P	PRE-PLANNING	29.167617	31.06455	0	1000	1000
NOKUBUSA P	CONSTRUCTION	28.97508	31.03382	2 000	2 000	2 000
ZEPHANIA JS	PRE-PLANNING	29.17705	31.05172	0	1000	1000
ESIHLUSHWANENI P	PRE-PLANNING	29.06123	31.08102	0	1000	1000
INKOLOVUZANE P	PRE-PLANNING	29.24228	31.02316	0	1000	1000
UBUHLEBEMBIZA S	PRE-PLANNING	29.26247	31.04256	0	1000	1000
INKONJANE S	PRE-PLANNING	29.166467	31.127317	0	1000	1000
THALA P	PRE-PLANNING	29.12308	31.16794	0	1000	1000
MBULWINI P	PRE-PLANNING	29.12125	31.14111	0	1000	1000

EMBUSWENI P	PRE-PLANNING	29.08674	31.13896	0	1000	1000
ESINDI P	PRE-PLANNING	29.20393	30.99157	0	1000	1000
EVULEKA P	CONSTRUCTION	28.91721	30.98662	2000	2000	2000
IQABAVU P	PRE-PLANNING	29.30019	31.03889	0	1000	1000
MBULWINI P	PRE-PLANNING	29.12125	31.14111	0	1000	1000
NYAMAZANE P	PRE-PLANNING	29.163	31.083667	0	1000	1000
EZITHABENI S	PRE-PLANNING	29.14171	31.16208	0	1000	1000

13.4 DAEA

PROGRAMME & PROJECT DESCRIPTION	PROJECT STAGE	GPS CO-ORIDINATES (DECIMAL DEGREES)		MTEF (2014/2017)		
		X	Y	2014/2015 R (000)	2015/2016 R (000)	2016/2017 R (000)
Thandimpilo - fencing	Tender	29 18' 10.1"	31 04' 38.8"			
Qwabe Nursery	Tender	29 17' 15.3"	31 05' 23.33"	150 000		
Bhongela - irrigation	Completed	28 58' 26.6	31 07' 14.20"	150 000	100 000	
Zondelelo - Layers	Tender	29 11' 50.74"	31 09' 59.35"	450 000	450 000	
Mkhishwa goats - goat shed	Tender			250 000	630 000	
jikijela goats - goat shed and reservoirs	Tender	28 58' 21.7"	31 04' 22.7"	500 000	480 000	
Jikijela - Ngangwini - irrigation	Pre-Planning	28 58' 26.6	31 07' 14.20"		250 000	
Mbolombe - Irrigation	Tender	29 04' 846"	31 10' 89"	400 000	100 000	
Mechanization - grain production	Implementation			1 487 500		

13.5 DEPARTMENT OF TRANSPORT

Activities	Project name	2014/2015	2015/2016	2016/2017
UPGRADE	P711	18 900 000	19 845 000	20 837 250
OVERLAY	D892		1 089 240	
VEHICLE BRIDGE	3538 MAHOBHANE - TUGELA RIVER BRIDGE	10 000 000	30 000 000	12 152 154
RESEAL	D892		935 000	
	D894	1 717 238		
RESEAL	D1637			695 173
	P15-1			2 924 000
REHAB	D893			6 480 000
Grand Total		**30 617 238**	**51 869 240**	**43 088 577**

13.5 UMGENI WATER

WARD NO.	PROGRAMME & PROJECT DESCRIPTION	PROJECT STAGE	MTEF (2014/2017)		
			2014/2015 R (000)	2015/2016 R (000)	2016/2017 R (000)
4, 8, 9, 10 and 11	Maphumulo Bulk Water Scheme Phases 1 and 2	Tender	R 54 926 000	R 36 673 000	

13.5 ESKOM

Name of Project	Ward	Status of Project	MTEF 3 Year		
			2014/15	2015/16	2016/17

FINANCE PLAN

PERFORMANCE MANAGEMENT PROCESS

14.1 PURPOSE OF A PERFROMANCE MANAGEMENT SYSTEM

The Department of Co-operative Governance & Traditional Affairs defines PMS as " strategic approach to management which equips leaders, managers, employees and stakeholders at different levels, with a set of tools and techniques to regularly plan, continuously monitor and periodically measure and review performance of the organization(municipality) in terms of indicators and targets for efficiency, effectiveness and impact." A PMS is also intended to assist the Council to improve service delivery by channelling its resources to meet performance targets and in doing so, ensure that the municipality achieves the strategic objectives contained in the IDP.

14.2 LEGISLATIVE REQUIREMENTS

The Performance Management System for Maphumulo Municipality is informed by the following legislation;

- The Constitution of the republic of South Africa, 1996 (Act 108 of 1996)
- The White Paper on Local Government (1998)
- The White Paper on Transforming Public Service Delivery (Batho Pele) (1997)
- The Municipal Systems Act
- Municipal Planning and Performance Management Regulations (2001)
- Municipal Performance Regulations for Section 57 employees (2006)
- Municipal Finance and Management Act

14.3 PMS FRAMEWORK

As part of the Performance Management System, Maphumulo Municipality has developed and adopted the Performance Management Framework which deal with the "how" to work with performance information. The framework details how the municipality will collect, process, arrange, examine, evaluate, audit, and report on performance information. The mechanisms and processes work in a synced cycle which is linked to the IDP and budget of the Municipality.

14.4 INDIVIDUAL PERFORMANCE MANAGEMENT

Previously, only Heads of Departments were subjected to performance monitoring and evaluation. However, the municipality is in the process of enrolling PMS to lower levels that includes junior managers and officer level staff.

During the beginning of the financial year, employees who fall within these categories will be required to sign performance scorecards which will be aligned to the IDP and their job descriptions. Such scorecards will then be used for performance assessments which will be undertaken every after quarter ending. Good performance will be

rewarded in terms of notch increment and poor performance will be "rewarded accordingly."

The aim of introducing individual performance to other levels of staff is to enhance overall performance of the municipality, speed up service delivery and therefore achieving clean audit

14.5 REPORTING REQUIREMENTS

Report	Frequency	Recipient
1. SDBIP	Quarterly	Executive Committee
2. Organisational Scorecard	Quarterly	Executive Committee and to Council
3. Implementation of the budget and financial state of affairs within the municipality	Quarterly	Council
4. SDBIP mid-year budget and performance assessment	Mid- year	Mayor (in consultation with EXCO)
5. Performance report	Annually	Council
6. Annual report	Annually	Council
7. Oversight report	Annually	Council

CONCLUSION

Will be inserted in the final IDP